



Government of
Saskatchewan

Annual Report

Saskatchewan Social Services

1999-2000



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Honourable Harry Van Mulligen,
Minister of Social Services

Minister's Transmittal

The Honourable Lynda Haverstock,
Lieutenant Governor,
Province of Saskatchewan

May it please Your Honour:

I respectfully submit the Annual Report of the
Department of Social Services for the fiscal
year ending March 31, 2000.

Sincerely,

A handwritten signature in dark ink, appearing to be 'H. Van Mulligen', with a long, sweeping horizontal line extending to the right.

Harry Van Mulligen,
Minister of Social Services

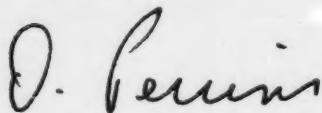
Deputy Minister's Transmittal

The Honourable Harry Van Mulligen
Minister of Social Services

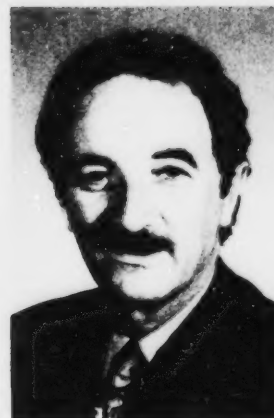
Dear Sir,

I have the honour of submitting the Annual Report
of the Department of Social Services for the year
ending March 31, 2000.

Respectfully submitted,



Dan Perrins,
Deputy Minister



Dan Perrins,
Deputy Minister of
Social Services

Introduction

Social Services employs 2,911 people as of March 31, 2000. These include social workers, youth workers, facility staff and support staff. The annual budget is \$577.9 million.

The services the department provides help Saskatchewan's most vulnerable residents to participate more fully in the economic and social lives of their communities. These services are delivered in a variety of ways, but primarily through the regional offices of the Department. These regions have most of the Department's staff, and clients will come into contact most often with the regional staff. The Department offers services directly to the public through its 31 regional and 73 day offices across the province and its 18 facilities. Some staff are co-located with other organizations and agencies to facilitate service integration. We also work with communities and community groups such as the John Howard Society which deliver services on our behalf.

The overall intent of all our services is to assist families and youth to build better lives. Our primary means of doing so are to:

- assist vulnerable families to care for and support themselves;
- provide basic income support to reduce poverty;
- protect children from abuse;

- support independent community-based care for the intellectually challenged;
- promote standards in day care; and
- work with youth who are in conflict with the law.

Saskatchewan Social Services touches the lives of hundreds of thousands of individuals and families in the province. Some are affected directly by our services, while others are involved indirectly through our community partners. As of March 2000, 119,532 individuals were receiving some type of service or support from the Department. Of this total number, about 53% (63,807) were in receipt of social assistance. This is the lowest the province's social assistance caseload has been since 1992.

One of the goals of the Department is to continue to assist employable individuals on assistance to move toward financial independence by helping them prepare for and find paid employment.

During the year, the nature of the caseload will vary dramatically. Many people come into contact with Social Services because of a specific incident which, when resolved, ends their involvement with the Department. Others are long-term clients, particularly those persons with physical, mental or intellectual disabilities, who may always need a degree of outside support to live their lives. Many clients have multiple needs, or require multiple services.

This may be, for example, a family receiving income support which is also experiencing a crisis that results in child protection.

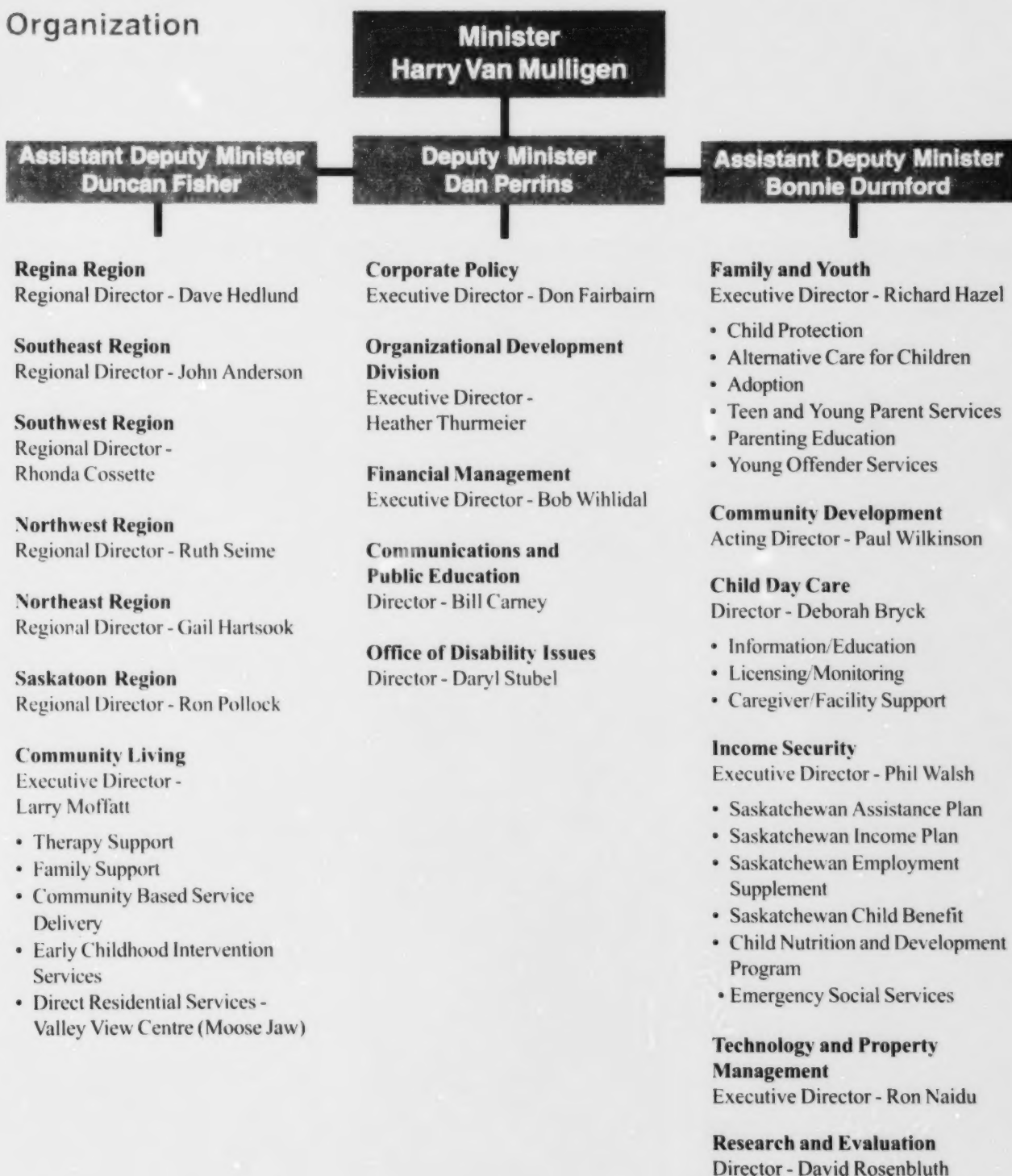
For further information on Saskatchewan Social Services, please refer to its web site:

www.gov.sk.ca/socserv

All public reports, including previous annual reports and this annual report are posted on the web site, as are quarterly statistical reports which supplement the annual report. Readers will also find legislation, policies, factsheets and frequently asked questions about our many programs and services.

If you have any questions or comments after reading this report, please refer to the webmaster, or call 306-933-5970.

Organization



Legislation

The twelve provincial Acts administered by the Department are:

- *The Adoption Act*
- *The Child and Family Services Act*
- *The Child Care Act*
- *The Donation of Food Act, 1995*
- *The Department of Social Services Act*
- *The Intercountry Adoption (Hague Convention) Implementation Act*
- *The Registered Social Workers Act*
- *The Rehabilitation Act*
- *The Residential Services Act (dual authority with the Department of Health)*
- *The Saskatchewan Assistance Act*
- *The Saskatchewan Income Plan Act*
- *The Young Offenders' Services Act*

The Department also administers many regulations under this legislation.

The Department administers portions of the federal *Young Offenders Act*.

Mandate

Social Services:

- **assists vulnerable families** to care for and support their members;
- **provides basic income support** for children, families and individuals, and works with others to reduce the risks and disadvantages caused by poverty;
- **protects children from abuse and neglect and assists people facing family violence** through prevention, education, and facilitating substitute or alternative care or shelter;
- **promotes a standard quality of child day care, and supports parents** in achieving a balance between family and other responsibilities;
- **promotes a balance of responsibility and meeting needs in youth**, and provides programs for those in conflict with the law;
- **supports independent, community-based care** for persons with mental and physical disabilities;
- **works across sectors within communities** to help them identify, own and respond to the social needs of their members; and
- **takes leadership** within and outside government to achieve this mandate.

Vision

Saskatchewan Social Services advances the social well-being of children, families and individuals who live in communities that support and enable them to reach their potential.

Principles

Actions to enhance the well-being of children, families and individuals must be:

Preventive ... Prevention is the preferable approach to meeting the needs of all children, families and individuals. At the same time, services must be targeted to those most in need of immediate intervention and care.

Collaborative ... Partnerships among all sectors within governments and communities must be developed and sustained to respond effectively to the needs of children, families and individuals.

Holistic ... Services to children, families and individuals must be holistic and client-centered, and supported by co-ordination, integration and partnerships.

Culturally Appropriate ... Responses to the needs of First Nations and Métis children, families and individuals, and those of all

cultural groups, must be developed in partnership with their leaders, authorities and communities.

Supportive ... The many family, kinship and community relationships must be supported and protected.

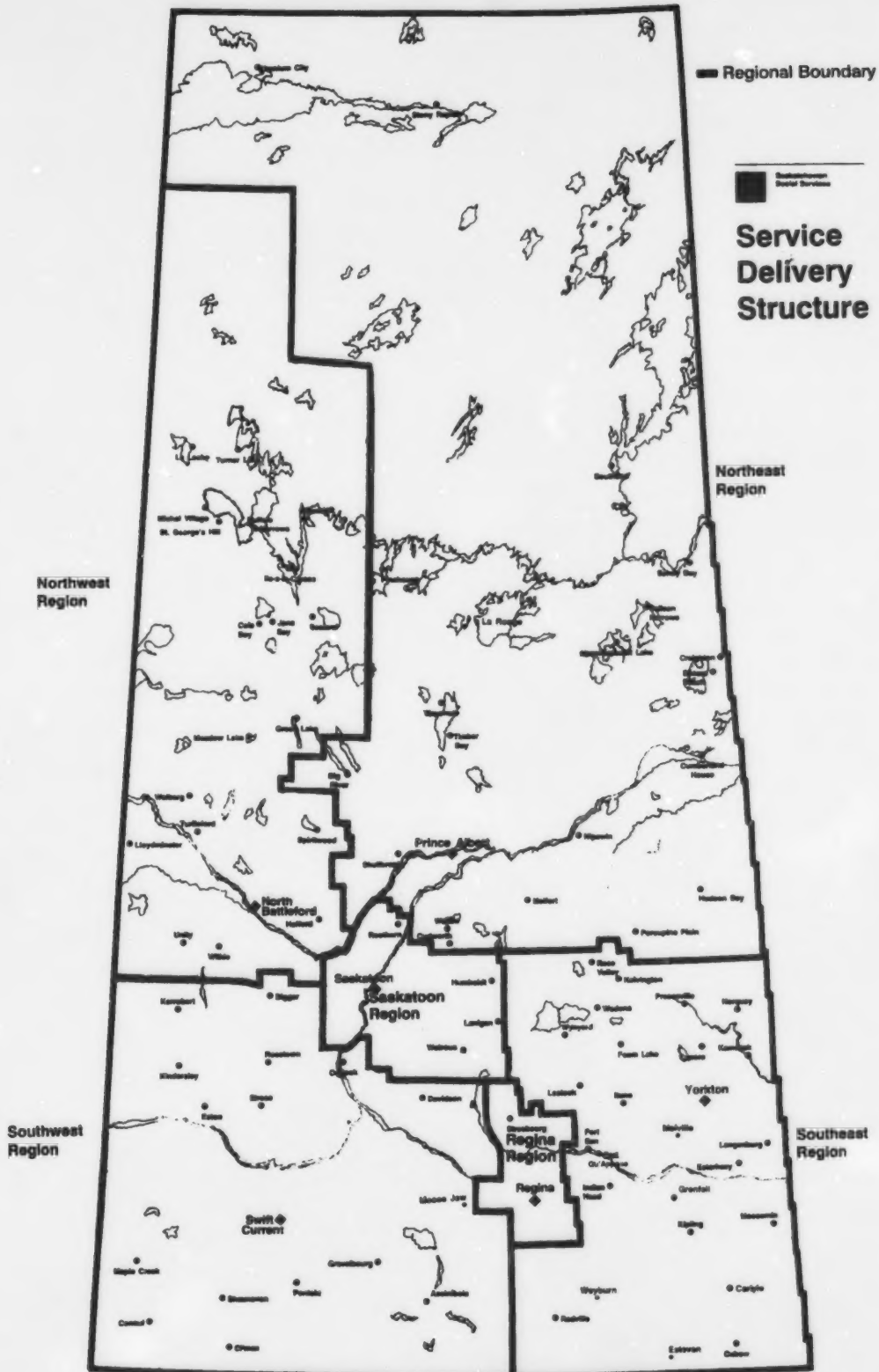
Empowering ... Interventions and responses must encourage the child, the family, the individual and the community to participate freely in decisions affecting them.

- develop a more effective and efficient income support system for clients and communities; and
- strengthen theory and practice in case management, treatment services, program administration, integrated services and community development.

Strategic Objectives

The major objectives for the Department are to:

- improve the well-being of children and advance a children and families' agenda;
- support broad intervention activities and contribute to a reduction in the need for crisis intervention and treatment;
- foster effective solutions to social issues by enhancing community involvement, ownership and delivery;
- better meet client needs by co-operatively overcoming barriers between programs and services (Social Services and others) and making maximum use of all available resources;
- facilitate First Nations and Métis peoples' self-determination in social development and to provide culturally sensitive services;



Regional Operations

Regional Service System

The majority of Social Services' programs are delivered locally across the province, in six regions. Regina and Saskatoon regions serve the two major urban centres and immediate vicinities. Northeast (Prince Albert head office), Northwest (North Battleford), Southeast (Yorkton) and Southwest (Swift Current) deliver their services from their regional head office and a number of service centres in each region.

The regions allow the Department to serve its clients and provide its services in a manner that is as responsive as possible to local conditions.

Regional Programs

Each regional office and each service centre provides a full range of services and activities which support the mandated programs. These include:

Income Security

This offers a variety of programs which provide financial assistance to low income individuals and families, particularly those who are not working. A full explanation of these programs is in the Income Security section of this report. In the regions, the programs are available to the public as follows:

- Income security intake — initial interviews and eligibility assessments of new Income Security clients;

- Income security maintenance — ongoing administration of income security benefits, adjustment of eligibility, counselling, referrals, case planning for clients; and
- Verification Unit — investigation and verification of information provided by clients, referrals from workers, referrals to police as required.

Child Welfare

This includes child protection, foster care, adoption and a number of related specialty programs. They are more fully described in the Family and Youth section of this report. In the regions, these services are delivered as follows:

- Child protection — investigation and risk assessment of situations reported as children in need of protection. Where it is believed that abuse or neglect has occurred, the child protection investigation is jointly undertaken with the appropriate local police authority. Ongoing case planning and case management with client families may include short or long term involvement with the Department.
- Children in Care Services — after a child protection investigation, if children are unable to remain with their families, pending changes in the family situation, arrangements are made for the children to be placed in alternate resources such as extended family, other care providers known to the family, with foster families recruited by the Department, or some other residential placement.
- Family Connections — consultation and liaison services between Departmental staff and

First Nations, and long term planning and reunification work for Aboriginal children in care.

- Resource Services — staff recruit new foster home resources, conduct initial and ongoing training, conduct annual reviews of foster homes.
- Adoption — staff help families who may wish to adopt children as well as provide adoption, post adoption and international adoption services.
- Teen and Young Parent — staff provide counselling and support to young high risk parents and their children.
- 16-17 year old program — as a program alternative to Income Security, provides assessment and case management services to youth who require out of home residential services or mediation and support services to live at home.
- Specialized Resource Services — responsible for recruitment, training and support of a variety of specialized residential resources for children and youth (open custody homes, sexual offender home, therapeutic foster homes, team homes etc.)

Residential programs

These vary by region, but offer specialized therapeutic, assessment and stabilization services to high-risk children and youth. They will be described in each regional report, and in the Family and Youth section of this annual report.

Young Offender programs

- Community programs and alternative to custody measures for youth in conflict with the law.
- Open custody young offender facilities, providing residential services to youth in conflict with the law who have been sentenced to custody.

See also Family and Youth section for a more complete description, and for a report on the closed custody programs.

Community Development, Outreach and Partnership

- Community development and outreach, based on the specific needs of individual communities.
- Managing contracts with community based organizations to deliver a number of supplemental services to Family and Youth Services. Each region works closely with First Nations Child and Family Services Agencies, which provide on-reserve child welfare services.

Administrative support

Providing office support and administration services, for all programs delivered in each of the offices, including budget, training, information and technology systems, human resources, transportation and so forth.

Budget and Staff, Regional Services

Total expenditures on programs delivered regionally were \$310.3 million, of the Department's \$577.8 million. During the year, a total of 958.2 Full Time Equivalent employees (FTE's) provided services to our clients in the regions, out of the Departmental total of 2,258.5 FTE's.

Regional offices had a total expenditure of \$48.4 million which covered the salaries of staff and all administrative costs for telephones, travel, office equipment, supplies and so forth.

Regional Operations

Services are provided by staff in or from Service Centre offices, sub-offices and day offices located throughout the province. Supplementary services are provided on contract by community based organizations with support from staff in the Service Centres. The Service Center Managers are responsible for the administration and delivery of all Department programs and services provided in the service area. These positions report to the Regional Director.

Human Services Integrated Forum

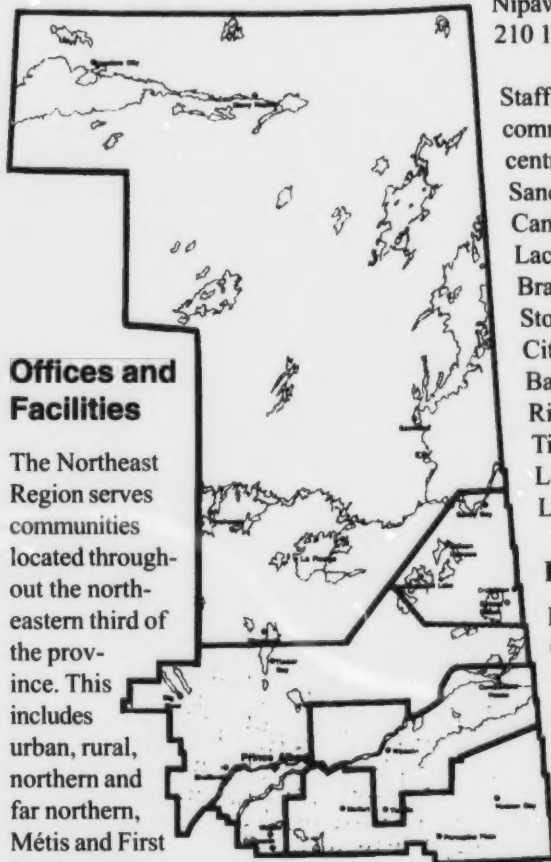
All Regional Directors have played an increasing role in the Regional Intersectoral Committees (RIC's), which attempt to co-ordinate human services in the regions. The RIC's are usually composed of provincial government representatives (Social

Services, Health, Education, Justice), local government representatives (health districts, school districts, police), and in some areas community based organizations (CBO's). Most Regional Directors serve as chairs, or co-chairs of these groups.

The work of these committees varies widely throughout the province but all committees are supported by full time co-ordinators, and serve as the local expression of government's wish to better integrate services.

Most local committees now include a broad range of representatives of various agencies and authorities in addition to provincial government departments. Improved collective strategic planning and a number of new interagency initiatives have resulted from this activity. In addition, most regional offices participate in a range of interagency committees which have been established for some time, including child abuse education committees, child abuse protocol committees, special residential placement approval committees, Children's Action Plan Committees etc.

Northeast Region



Offices and Facilities

The Northeast Region serves communities located throughout the north-eastern third of the province. This includes urban, rural, northern and far northern, Métis and First Nations communities. The economy is diverse and includes farming, hunting, fishing, forestry, tourism, mining, industry and business.

Offices:

Prince Albert Service Centre:
McIntosh Mall
800 Central Avenue

West Flat Community Centre,
1350 - 15th Avenue West

Creighton Office
298 - 1st Street East

La Ronge Service Centre,
1320 La Ronge Avenue

Melfort Service Centre,
107 Crawford Avenue East

Nipawin Service Centre,
210 1st Street East

Staff serve the rural communities surrounding these centres through day offices in Sandy Bay, Black Lake, Camsell Portage, Fond-Du-Lac, Pinehouse, Southend-Brabant, Stanley Mission, Stoney Rapids, Uranium City, Weyakwin, Hudson Bay, Porcupine Plain, Carrot River, Cumberland House, Tisdale, Big River, Blaine Lake, Debden, Duck Lake, Leask, and Wakaw.

Facilities:

Prince Albert Therapeutic Group Home — 4 bed residential treatment program for 12 to 16 year old boys.

Northeast Young Offender Custody Facilities

Prince Albert Youth Residence — 30 bed open custody for boys

Nisbet Youth Centre — 16 bed secure custody facility for boys

NorSask Youth Unit — 20 bed secure custody for 16 and 17 year old boys, administered by the Prince Albert Correctional Centre

Operational First Nations Agencies and Associated Bands:

Ahtahkakoop Child and Family Services Inc., Prince Albert
Athabaska Denesuline Child and Family Services Inc., La Ronge

Kanaweyihimitowin Child and Family Services Inc., Prince Albert
Lac La Ronge Indian Band Child and Family Services, La Ronge
Montreal Lake Cree Nation, Prince Albert
Peter Ballantyne Child and Family Services Inc., Prince Albert
Nehiyaw Asasis Siceca Cistinna Child and Family Services Inc., Prince Albert

Caseload and Service Activities

Please see the summary table at the end of the regional section for budget, staffing, caseloads and service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
- Child Protection Caseload
- Foster Homes
- Young Offenders
- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

Regional Developments and Key Issues

Youth Futures/Can-Sask Centre

In July 1999 youth who were participating in the Youth Futures Pilot project made a transition back to social assistance, as required. A financial assistance worker position was dedicated to working with these youth and related community resources. Income Security staff developed working relationships and began to refer clients to the newly established Canada Saskatchewan Career and Employment Services offices (Can-Sask Centres).

Foster Families

Foster family recruitment and support was a priority in the Region. Chapters of the Foster Family Association continued to be active in Prince Albert and Melfort. La Ronge foster families established a chapter for the first time. Foster families in Nipawin showed a renewed interest in their chapter.

An increase in placing children with extended family members occurred in the Northeast Region in 1999-2000.

A total of nine First Nations Child and Family Services agencies provide services on Reserves located throughout the Northeast Region. Three of these, Saskatoon Tribal Council Family Services Inc., Nehiyaw Awasis Siceca Cistinna Child and Family Services Inc. (serving Sturgeon Lake and Wahpeton First Nations) and Yuthe Dene Sekwi Ch L A Koe Betwsedi Inc. (serving Fond du Lac, Black Lake and Hatchet Lake First Nations) commenced operations during 1999-2000. Social Services and agency staff worked together to ensure a smooth transition as cases were transferred from Social Services to the agency.

Community Youth Services

Youth Services staff provided youth probation and intensive case management programs for young offenders and administered the community homes and judicial interim release program.

The number of youth in custody in the Northeast Region decreased in 1999-2000, in part, due to the

expansion of community-based youth programs such as intensive case management and alternative measures.

Youth Services staff participated in Preparation for Practice training and began working towards implementation of the Family Centred Case Management model of service delivery in community youth programs.

Prince Albert was selected as a pilot site for the new youth justice model.

Residential Care

The Prince Albert Therapeutic Group Home, a four bed residential treatment program for 12 to 16 year old boys, served a total of 15 youth in 1999-2000. Staff from the Group Home worked closely with staff of the Prince Albert Mental Health Centre and teachers from the Saskatchewan Rivers School Division Star Program to meet the needs of the boys.

An integrated assessment and stabilization unit at the Prince Albert Mental Health Centre was established through a partnership arrangement between Social Services, the Prince Albert Health District and Saskatchewan Rivers School Division. This program assists youth with mental health and behavioural issues to stabilize before they return to their families or other caregivers.

Prince Albert Grand Council Child Care and Education Centre provided long-term residential therapeutic care for children referred by both Social Services and First Nations Child and Family Services Agencies.

1999-2000 was the second year of operation for the centre and the first year for Social Services-funded placements at the centre. Social Services representatives participated on the management committee for the centre. The Child Welfare League of Canada began an evaluation of the program for purposes of accreditation.

The Prince Albert Grand Council Youth healing lodge was established in 1999-2000 with funding from Social Services. The Healing Lodge is a culturally sensitive program that assists 12 to 17 year old youth who desire help with their personal problems and support to return to their families and communities.

Northeast Young Offender Custody Facilities

Highlights of the year included an expanded cultural program and the introduction of two training and work experience projects for youth, the SIAST-Green Tree Vocational Forestry Program, a short order cooking certificate program and the reorganization of food services. Partnerships with SIAST Woodlands Campus, Prince Albert Grand Council Urban Services, Métis Urban Services and Green Tree Fencing Ltd., along with the enthusiasm of the youth and staff, contributed to the success of these projects. Six youth completed work experience in the forestry program and will be able to approach an employer in a similar business and to state that they can do the job. Three youth participated in the short order cooking program in 1999-2000. They will complete the program and receive their certificates early in 2000-2001.

Some staff participated in Preparation for Practice training and began to develop ways to incorporate Family Centred Case Management approaches in work with youth in the facilities.

Community-Based Organizations

A total of 41 not-for-profit community organizations, municipal or Aboriginal governments received 89 different Social Services grants totalling \$8,598,408. They delivered a wide range of programs serving children and youth, people with disabilities, women and children seeking haven from family violence, parents who learned skills to enable them to provide appropriate care for their children, parents who learned budgeting skills and children, youth and families in crisis.

Regional Intersectoral Work

Social Services staff participated on three Regional Intersectoral Committees (RIC's) and many sub-committees and other interagency committees in 1999-2000. The Northern Intersectoral Committee, the Prince Albert Intersectoral Committee and the Northeast Intersectoral Committee provided valuable forums for government departments, health boards, school divisions, tribal councils, Métis Nation representatives and post-secondary educational institutions to come together to share information, plan and co-ordinate human services initiatives throughout the Region.

Northern Community and Social Development Initiative

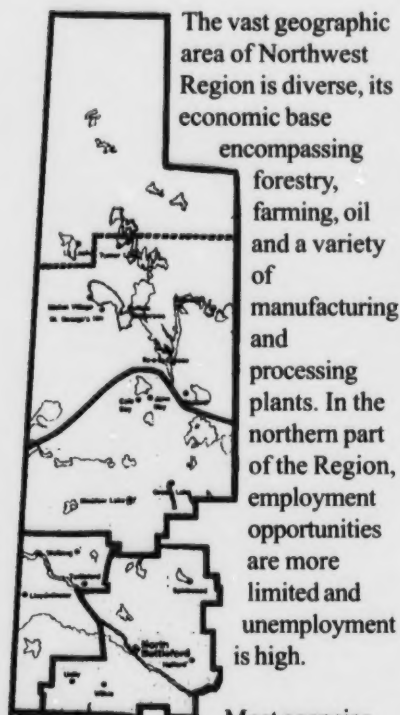
A Memorandum of Understanding between Social Services and the Saskatchewan Association of Northern Communities (SANC) was signed in May 1999, in response to the Report on the Northern Social Development Consultations, 1998. The Northern Services Working Group was established, as provided for in the Memorandum, with representatives from Social Services and SANC, to review and develop a response to the recommendations of the Report. An agreement to establish a pilot project with a Community Reference Panel in two communities, one in northeast and one in northwest Saskatchewan, was reached. The pilot projects will begin in 2000-2001.

Plans for 2000-2001

- Continue to provide Family Centred Case Management training to new staff and follow up to previous training to current staff.
- Implement strategies to increase foster family recruitment, with an emphasis on the recruitment of Aboriginal families.
- Undertake an analysis of family support programs and develop recommendations for additional initiatives so as to increase opportunities for children to remain safely at home rather than entering foster care.
- Plan and implement a family reunification project that is designed to support family strengths and increase opportunities for children to return home from foster care in a safe and timely manner.

- Plan and implement a permanency planning pilot project that will enhance services to permanent and long term wards.
- Plan and implement, in conjunction with partner organizations and the community, a youth justice pilot project. Specific outcomes for the project will be defined during the planning stage of the pilot.
- Train and graduate youth from the Northeast Young Offender Custody Facilities from the vocational forestry program offered in partnership with SIAST, Green Tree Fencing, Métis Urban Services and Prince Albert Grand Council Urban Services.
- Train and graduate five youth from Northeast Young Offender Custody Facilities from the short order cooking certificate program offered in partnership with SIAST.
- Establish, in partnership with the Saskatchewan Association of Northern Communities, a pilot project that will establish, in a northern community, a Community Reference Panel to advise Social Services on programs, policies and services and to work towards community responses to meet community needs.
- Continue and expand joint planning initiatives with Canada Saskatchewan Career and Employment Centres and other organizations to further advance opportunities for Social Assistance clients to move to full participation in the labour market.

Northwest Region



The vast geographic area of Northwest Region is diverse, its economic base encompassing forestry, farming, oil and a variety of manufacturing and processing plants. In the northern part of the Region, employment opportunities are more limited and unemployment is high.

Most agencies providing human services tend to be located within the larger centres, presenting rural and northern areas with the challenge of access to services. Travel and distance are barriers and often service responses must be created on an individual case basis drawing on the strengths of families and communities.

The Lloydminster Service Centre finds itself in the unique situation of sharing service provision in that border city with Alberta's Ribstone Child and Family Services.

Offices:

Buffalo Narrows Service Centre
Box 220

LaLoche Service Centre
Box 70

Lloydminster Service Centre
4815-50th St.

Meadow Lake Service Centre
Unit 5, 201 - 2nd St. W.

North Battleford Service Centre,
405, 1146 - 102nd St.

Staff serve the rural communities surrounding these centres through day offices in Beauval, Ile a la Crosse, Michel Village, Patuanak, St. George's Hill, Turnor Lake, Maidstone, St. Walburg, Turtleford, Cole Bay, Green Lake, Jans Bay, Loon Lake, Pierceland, Glaslyn, Radisson, Spiritwood, Unity, and Wilkie.

Facilities:

Drumming Hill Youth Centre — 10 bed open custody Young Offender facility

Denholm Adolescent Treatment Group Home — four bed home for teenagers in Denholm, providing therapeutic intervention.

Operational First Nations Agencies and Associated Bands:

Agency Chiefs Tribal Council,
North Battleford

Battleford Tribal Council Human Services Corp. Indian Child and Family Services, North Battleford
Kanawayimik Child and Family Services, North Battleford

Meadow Lake Tribal Council Health and Social Development Authority,
Meadow Lake

Onion Lake Family Services Inc.,
Lloydminster

Caseloads and Service Activities

Please see the summary table at the end of the regional section for budget, staffing, caseloads and service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
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- Young Offenders
- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

Regional Development and Key Issues

During 1999-2000, the administration of Drumming Hill Youth Centre was transferred to the Region to facilitate closer linkages with communities and increase the likelihood of successful reintegration of young offenders in open custody back to the community.

Aboriginal Child and Family Services

As one proceeds north throughout the Region the proportion of the population of Aboriginal ancestry increases. The past six years have seen the First Nations Child and Family Services Agencies become operational providing on-reserve child welfare services to 19 of the 20 Reserves within the Region. These include Meadow Lake Tribal Council, Battlefords Tribal Council, Kanawayimik, Onion Lake, and Agency Chiefs Child and Family Service agencies. The impact of their operations is felt within the service centres in preventing youth from

becoming involved with the law, and through collaboration in child welfare case planning and the use of extended family as placements for children who cannot remain with parents for reasons of child abuse and neglect.

In the Battlefords, a partnership has been formed with Fort Battleford Urban Métis Development directed at the recruitment of Family and Youth service providers and the provision of budgeting counselling and trusteeship services to financial assistance recipients.

Alberta/Saskatchewan Partnership

In the border city of Lloydminster, 1999 - 2000 saw the beginnings of a children's services initiative directed at improved co-ordination of intake and referral processes, ongoing services and the sharing of access to local agency resources between the two provinces.

Young Offenders, Community Programs

Throughout the Region development of a range of community based Alternate Measures to Young Offenders has been a priority. An Alternative Measures Protocol for Adult and Young Offenders was signed during the year to formalize working relationships between Meadow Lake Tribal Council, Public Prosecutions Branch of Saskatchewan Justice, the Royal Canadian Mounted Police, the La Loche Community Development Corporation and Social Services. A network of Community Justice Committees located on member

Bands support the delivery of alternate measures programming.

North Battleford continues to refine a similar arrangement that has existed for the past two years. During the past year Battlefords Tribal Council was brought into the partnership with the hiring of their full time justice co-ordinator. Alternative measures approaches in these and other initiatives typically involve Community Justice Forums or Family Group Conferencing which are forms of mediation as an alternative to processing through the court system.

Community-Based Organizations

A total of 47 not-for-profit community organizations, municipal or Aboriginal governments received 83 different Social Services grants totaling \$6,774,680. They delivered a wide range of programs serving children and youth, people with disabilities, and children, youth and families in crisis.

Northern Community and Social Development Initiative

A Memorandum of Understanding between Social Services and the Saskatchewan Association of Northern Communities (SANC) was signed in May, 1999, in response to the Report on the Northern Social Development Consultations, 1998. The Northern Services Working Group was established, as provided for in the Memorandum, with representatives from Social Services and SANC, to review and develop a response to the recommendations of the report. An agreement to establish a pilot project with a Community

Reference Panel in two communities, one in northeast and one in northwest Saskatchewan, was reached. The pilot projects will begin in 2000-2001.

Interagency partnerships

Interagency partnerships are critical to the operation of the Region. A wide variety of interagency committees exist and range from those dealing with broad-based community human services issues and planning, to special project joint planning and management committees, and to integrated case management conferences. North Battleford concluded its third year of a co-location project involving the Department's Community Youth Services and Battlefords Health District's Child and Youth services. Housed in the city-owned Don Ross Centre, youth and their families are able to access services at a single location, and the two agencies are better able to co-ordinate services between them.

Frequent themes of the many interagency partnerships include early childhood development, integrated school-linked services to at-risk children and youth, community-based approaches to youth in conflict with the law, family violence, poverty, literacy and services to children and families impacted by Fetal Alcohol Syndrome or Effects. Given the demographics of the region, focus is on enhanced working relationships, increased collaboration with and participation of Aboriginal human services providers in meeting our mandate.

Forest Fires

Unique to the region is the recurrence of seasonal forest fires, most significantly effecting the Buffalo Narrows, La Loche and Meadow Lake Service Centre areas where fires and the emergency feeding and sheltering of evacuees is most likely to occur. This is a part of the Department's role in providing emergency social services in the province. During the past year Meadow Lake hosted evacuees from further north and staff were involved in operating the reception centre. As management and maintenance of a twenty-four hour reception centres is labour intensive, extensive planning has occurred to maximize support from within the entire Region and the province should forest fires resurface as a major threat in the coming year.

Human Resources

As a primarily rural and northern region, recruitment and retention of employees continues to be a challenge. A committee comprised of union and management has jointly explored options and proposed solutions which might assist in this regard. In the north, greatest success has been with the recruitment of qualified northerners to vacant positions. In the southern part of the region, competition for recruitment with larger centres and First Nations Child and Family Services' agencies accounts for considerable staff turnover. Of the twenty-two permanent positions advertised during 1999-2000, half were filled by persons of Aboriginal ancestry.

Plans for 2000-2001

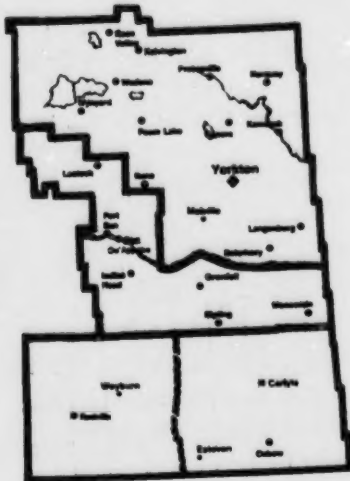
Planning for the 2000-2001 year highlights continued strengthening of casework practice in relation to mandated services.

Priorities include:

- The establishment of a partnership with a community agency to develop a network of family support workers to assist families and children in crisis served by the Buffalo Narrows/La Loche Service Centre.
- In conjunction with the Northern Services Working Group, piloting the use of a Community Reference Panel as a source of advice for Departmental personnel on case, community or practice issues in a northern community.
- Continued collaboration between Alberta's Ribstone Child and Family Services and the Lloydminster Service Centre to co-ordinate and streamline service delivery across the border.
- Expanding the partnership with Fort Battleford Urban Métis Development Inc. to jointly recruit and train Métis foster parents.
- Relocation of Drumming Hill Youth Centre from its present location at Sweetgrass Reserve to a newly constructed fourteen space facility.
- Implementing an expanded educational program in the Battlefords which more than doubles the capacity to serve at-risk youth, with the Region acting as a resource contributing partner working with the two local school divisions and a number of human

service agencies. The initiative offers outreach, and provides a range of specialized educational programming. Emphasis is on around the clock human service, cultural and recreational support to youth to increase the likelihood of success in school. Timely reintegration into regular classes is stressed. Additionally, youth in young offender custody facilities in the Battlefords who originate from outlying communities will be assisted in making the transition to educational programs in their home communities.

Southeast Region



The Southeast Region provides a full range of Department services to 18 per cent of the provincial population over a large geographic area. The Region is primarily rural in nature and has very diverse cultural and economic characteristics. The Yorkton service area is dominated by Eastern European culture and the economics are driven primarily by the agricultural sector. Wynyard is a satellite operation in the Yorkton service area with program supervision provided by the program supervisors out of the Yorkton office. The Fort Qu'Appelle service area has a stable population and a relatively large Aboriginal demographic, approximately 26 per cent of the service area population. Estevan and Weyburn service areas are defined by a more transient population due to the nature of the oil and gas industry in the service areas. Agriculture, coal mining and electrical generation are other major industries in these areas.

Offices:

Yorkton Service Centre
72 Smith St. E

Wynyard Suboffice
205 Bosworth St.

Weyburn Service Centre
110 Souris Ave. N.E.

Fort Qu'Appelle Service Centre
177 Segwun Ave.

Estevan Service Centre
1219 - 5th St.

Carlyle Suboffice
109 Railway Ave.

Staff serve the rural communities surrounding these centers through day offices in Stoughton, Carlyle, Balcarres, Broadview, Indian Head, Kipling, Lestock, Moosomin, Puntnichy, Whitewood, Foam Lake, Kelvington, Rose Valley, Wadena, Watson, Canora, Esterhazy, Kamsack, Melville, and Preeceville.

Facilities:

Orcadia Youth Residence — 38 bed secure custody for young offenders, providing detention, developmental program and a Family Assessment and Stabilization Unit.

Kenosee Youth Camp — 14 bed open custody for boys, including developmental program.

Operational First Nations Agencies and Associated Bands:

Qu'Appelle Child and Family Services, Fort Qu'Appelle
Touchwood Child and Family Services, Fort Qu'Appelle
Yorkton Tribal Council Child and Family Services, Yorkton

Caseload and Service Activities

Please see the summary table at the end of the regional section for budget, staffing, caseloads and service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
- Child Protection Caseload
- Foster Homes
- Young Offenders
- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

The Income Security caseload was relatively static during the year. The Southeast Region has been very successful in addressing the needs of children, youth and families, many of whom are clients of Social Services, by creating an infrastructure in the Region that uses community Child Action Committees as vehicles for community development. Currently there are 15 community Child Action Committees in the region that are made up of representatives from community, government, and human service agencies who are working together as partners to improve the well-being of children, youth and families in their communities.

These community-based committees have been successful in the past several years in increasing prevention and early intervention services; increasing integrated and collaborative partnerships that are better using existing human services; and developing programs that are in support of the provincial Child Action Plan agenda.

Regional Developments and Key Issues

Operational review

A review of the region's Income Security and Child Welfare programs, including administrative support functions related to these programs, was conducted by a central office quality improvement review team. The review identified a number of organizational, space, equipment and other operational changes that could be considered to enhance service delivery. These have been reviewed with staff and where appropriate, have been incorporated into the work plans and budget processes for the next fiscal year.

Community-Based Organizations

A total of 38 not-for-profit community organizations, municipal or Aboriginal governments received 82 different Social Services grants totaling \$6,595,719. They delivered a wide range of programs serving children and youth, people with disabilities, and children, youth and families in crisis.

Regional Intersectoral Committee (RIC's)

This committee is comprised of senior representatives from all major human services departments and organizations in the region and is chaired by the Regional Director. The RIC's participated in numerous interagency initiatives during the year making a major commitment to the Integrated Case Management project. This concept supports an integrated approach in service delivery, empowers families to assume

ownership and responsibility in the case management process, and has the potential to move case management from a reactive to a proactive mode.

Resources

The development and retention of foster homes continues to be a challenge. An urgent need has been identified for access to Assessment and Stabilization services for children and youth with challenging behaviours.

Forums

The region undertook a learning and development initiative for all staff by initiating regional conference/workshops for staff in Family and Youth Services, Income Security and administrative support program areas. These conferences provided for networking opportunities between staff from various offices in the Region and the presentation of topical issues affecting the program areas.

Plans for 2000-2001

Redesign pilot

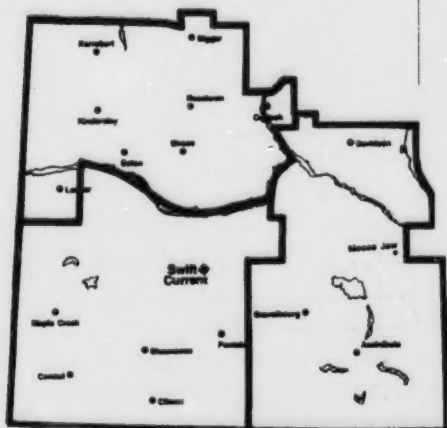
The Yorkton Service Centre has been chosen as a pilot site for the implementation of Income Security redesign initiatives. This initiative is Phase Two of Income Security Redesign (the Building Independence program initiated in 1998 was Phase I.) The purpose of this is to move more clients from welfare into the workforce, through changes to the program and the way it is administered. In Yorkton, the pilot will incorporate new concepts such as having separate staff responsible

for the administration of benefits and for the provision of social work service; undertaking transition planning with recipients; conducting pre-intake orientation sessions with new applicants; and facilitating access to a call centre for information purposes and to an employment centre for job opportunities.

Accountability

The Region is working towards developing accountability systems that include objective setting, workplan development and performance management.

Southwest Region



Offices:

Kindersley Service Centre
113 - 2nd Avenue

Rosetown Service Centre
122 - 2nd Ave. W

Swift Current Service Centre
350 Cheadle St. W.

Moose Jaw Service Centre
36 Athabasca St.

Staff serve the rural communities surrounding these centers through day offices in Biggar, Maple Creek, Shaunavon, Assiniboia and Davidson.

Caseloads and Service Activities

Please see the summary table at the end of the regional section for budget, staffing, caseloads and service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
- Child Protection Caseload
- Foster Homes
- Young Offenders

- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

Regional Developments and Key Issues

In Child Protection, the region uses the Family Centered Case Management model, a standardized approach to managing child protection cases from intake and assessment through treatment and termination. This approach has resulted in an overall decrease in the number of child protection cases in the Region. In March of 1999, there were 256 cases and in March 2000, 200 cases. This was due to clear time frames and expectations together with evaluations of the progress or challenges related the intervention plan.

Community-Based Organizations

A total of 16 not-for-profit community organizations, municipal or Aboriginal governments received Social Services grants totalling \$1,333,420. They delivered a wide range of programs serving children and youth, people with disabilities, women and children seeking haven from family violence, and children, youth and families in crisis.

Swift Current Community Development

As a result of escalating police and Social Services referrals during the spring of 1999 in a particular area of the city, staff initiated discussions with the neighbourhood to determine

what caused the referrals and how they could be lowered. Staff found there were 40 children between the ages of six to 12 years in this small area (mostly occupied by single parent families) with no fences or playground resources. A program was developed by partnering with the parents and Social Services to provide supervised summer activities for the children and to explore the possibility of assisting the adults in forming a tenants' association for self-advocacy and support. The tenants' association then requested to partner with Social Services in the summer of 2000 for a Child Action Plan grant to include more social and educational activities, and speakers for both parents and children. As a result of this, police calls and reports to Social Services have significantly been reduced; as well, none of the children have been charged under the *Young Offenders Act*.

Kindersley Integrated Children's Services

In the Rosetown/Kindersley area staff have participated in Kindersley Integrated Children's Services (KICS). A number of community agencies developed a process to have them involved in multi-problem family cases to be able to discuss, share their assessments and co-ordinate an integrated case plan for their clients. The process involved explaining the respective mandates and methodological approaches to families, identifying systemic barriers to working together, discussing issues around confidentiality and sharing information, developing an administrative process to bring cases forward for discussion, and building trusting, respectful professional relationships. This process has been

implemented and serves as a model for effective case conferencing of clients with multiple agency involvements, ensuring the agencies are working collaboratively and activities are integrated into a single case plan for the family.

Moose Jaw Alternate Learning Program

An Alternate Learning Program (Alternate School) was opened through a wide interagency development process, which a number of Social Services staff were involved. The program has operated for one year now and has provided individualized and flexible learning program for many high-risk youth, the majority of whom are Social Services' clients. Our workers have worked closely with the teachers at the program, and we continue to participate in various levels of committees which provide consultation and direction to the program.

Successful Mothers Support Program

Southwest Region has the Provincial Co-ordinator for the Successful Mothers Support Program (SMSP). This is a provincial intersectoral program between Health and Social Services and is part of the integrated early childhood continuum of services to families in Saskatchewan. SMSP is a teen and young parent resource program matching mentor mothers and fathers with young and/or teen parents. The target population is teen and young parents, primarily of children zero to three years of age. These parents may be socially isolated, lack culturally

appropriate support systems, be economically disadvantaged, poorly educated, underemployed/unemployable or have moderate disabilities. The goal of the program is to promote optimal pregnancies, assist parenting skills, relationship building, developing self-confidence, reducing stress, supporting goal attainment to enhance early childhood development and prevent or reduce child abuse and neglect. The Social Services Provincial Co-ordinator is responsible for providing a forum for supportive networking as well as an opportunity for the local community co-ordinators to receive both technical and program support. The initial outcomes of the program indicate the SMSP mentoring program has had some effect on decreasing low birth weight babies, increasing infant immunization, increasing the numbers of parents attending prenatal classes and having these parents feel supported and more confident as parents.

Plans for 2000-2001

- The Region will explore and develop options for increased alternative measures for young offenders.
- The Region will continue to work with Saskatchewan Health and health districts in the province in relation to the delivery and program development for early childhood initiatives, specifically in the successful mothers program.
- The Region will review the family and youth automated payment system delivery options for the individual offices, determine the best alternative and implement the plan.
- The Region will develop and implement an action plan to manage regional resources for children.

Saskatoon Region



Offices:

Sturdy Stone,
122-3rd Ave. N.

Midtown
Village, 220
Idylwyld Dr. S.

Staff serve the rural communities surrounding these centres through day offices in Humboldt, Rosetown and Watrous.

The Family Support Centre is a regional program unique to Saskatoon which currently provides:

- Domestic Abuse Outreach Program
- Teen and Young Parent Program
- Parent Education
- Child care (child care is available at the centre.)

Facilities:

Yarrow Youth Farm — 14 bed open custody facility for male young offenders, with a farm program.

Children's Shelter — 16 bed residential intensive therapeutic program for high-risk children and youth in the care of the Minister. It provides assessment and stabilization.

Operational First Nations Agencies and Associated Bands:

STC Family Services Inc.,
Saskatoon/Prince Albert/Yorkton

Caseloads and Service Activities

Please see the summary table at the end of the regional section for budget, staffing, caseloads and service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
- Child Protection Caseload
- Foster Homes
- Young Offenders
- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

The Family Service program has seen a small reduction of 26 cases over last year. Children Services' caseload has remained static. Income Security has also seen a reduction in caseloads of 146 at year-end March 31, 2000, and an average reduction of 305 cases over the previous year.

The Saskatoon Region is working with the Child Welfare League of America to assist the region in the Family and Youth Program to implement strategies in four areas:

- Workflow processes
- Intake and investigation
- Organizational structure
- Special issues for Aboriginals

Regional Developments and Key Issues

Community-Based Organizations

A total of 37 not-for-profit community organizations, municipal or Aboriginal governments received 90 different Social Services grants totalling \$13,700,335. They delivered a wide range of programs serving children and youth, people with disabilities, and children, youth and families in crisis.

Sexual Exploitation of Children

The Saskatoon Communities For Children is an organization comprised of local individuals, agencies, civic government and provincial government departments. A sub-committee of the Saskatoon Communities for Children is a working group called Working Group to Stop the Sexual Exploitation of Children. The membership has expanded to include over 50 members. The following are subgroups of the Working Group to Stop the Sexual Abuse of Children:

- Community Awareness Subgroup — developed a video *It's not Prostitution, it's Child Abuse*. This has been distributed to public and private school systems.
- Changes to Legislation Subgroup — worked with City Council for a resolution encouraging the federal and provincial governments to explore and pursue tougher legislation aimed at perpetrators.

- **Moving the Stroll Subgroup** — made a presentation to City of Saskatoon Safer City Committee resulting in Council installing stop and yield signs along 21st Street West and closing off Avenues J and K at 21st in an effort to deter johns.
- **Parent Patrols and Sign Campaign Subgroup** — Pleasant Hill and Riversdale Community Associations run joint patrols two to four evenings a week. Signs have been placed in areas where the stroll is the most active stating the sexual abuse of children is a criminal offence.

Safe Shelter — The Safe Shelter is managed by The Saskatoon Tribal Council Urban Office. The Safe Shelter is designed to provide temporary co-ed residential accommodation for five children and youth under the age of 16 who are being sexually victimized on the street.

Centre for Children's Justice and Victim Services — The centre opened on November 4, 1999. Police, social workers, Aboriginal resource officers, victim services workers and a physician work together to provide an integrated, co-ordinated service involving investigation and after-care services to children who have been victims of physical and sexual abuse.

Housing

Work is underway on the development of *Pleasant Hill Place* through the Quint Development Corporation and its partners (Nutana Collegiate, Saskatoon Community Clinic, Saskatoon Tribal Council (Urban First Nations), Department of Social Services and the Youth Resource Development Network (including members from The Salvation Army-Bethany Home, Saskatoon Catholic Schools, Saskatoon Public Schools and Saskatoon District Health.) This innovative housing project will be for five student parents and their children living co-operatively with community-based support networks. This facility is scheduled for opening in May, 2000.

Quint Housing Project — A non-profit economic development organization was established to strengthen the economic and social well-being of Saskatoon's inner city neighbourhoods. Quint has established the Affordable Housing Program for low income families. Quint's funding partners include the provincial government, City of Saskatoon, Saskatoon Credit Union, St. Mary's Credit Union and The Co-operators which created the opportunity for 20 families to co-operatively own their homes. Quint will develop an additional 20 units in 2000-2001.

Saskatoon Communities For Children Housing Subgroup — This group is newly formed and is currently at work on a plan of action to address safe, affordable housing in Saskatoon. This group currently has 24 members comprised of individuals, agencies, civic government and provincial departments.

Integrated School-Linked Services

The Nutana High School Integrated School-Linked Services Initiative was established for the purpose of integrating or linking various service providers to address the complex needs of at-risk students and their families. The Saskatoon Region provided two social workers to this highly integrated project. A Bridging to Employment Program has successfully provided support to students who have all found full-time employment. This project provides on-site crisis intervention services and supports development of preventive models and groups. There are 20 major partners and 16 other partners involved in the planning, development and delivery of services.

Regional Integration

The Saskatoon Region initiated the Social Assistance/Family Services Integrated Services Project, which is intended to provide integrated service to First Nations' families who receive both social assistance and child protection services. Two Aboriginal financial services workers have relocated from the Social Assistance Office to the Family Services Aboriginal Unit. Caseloads were established at approximately 100 cases per worker to allow workers more frequent and productive client contact, as well as the opportunity to be involved in joint case planning.

Income Security Youth Initiatives

Saskatoon Region previously developed three youth caseloads to provide a focus on youth age 18 - 25 who are in receipt of social assistance benefits. The objective was to incorporate the benefits of the Youth Futures project without significant changes to the organizational structure, and to ensure that youth would be given every opportunity to develop a case plan that would attach them to the workforce, and prevent long term dependence on social assistance. In 1999, we added a fourth youth worker to focus on youth who were considered not fully employable, as these youth also need the focus on case planning and labour market attachment.

Plans for 2000-2001

Integration/Co-ordination/Community Development

- Colocate two Income Security staff with Canada Saskatchewan Employment Services to facilitate a more integrated and co-ordinated approach to training and employment for social assistance recipients.
- Continue the work with the Saskatoon Communities for Children on the sexual exploitation of children.
- Complete work with the Child Welfare League of America. Upon receipt of the final report, develop an implementation team to design an action plan to implement the recommendations of the report.
- Implement generalized caseloads for family and childrens' caseloads in the fall of 2000.

Regina Region



Offices:

2045 Broad Street
Regina

Staff serve the rural
communities

surrounding this centre through day
offices in Cupar, Regina Beach and
Strasbourg.

Facilities:

Dales House — Residential
assessment and stabilization, young
offender open custody (16 beds),
family preservation, and young
offender/family services home-based
residential services.

Eden House — Residential treatment
group home for boys under 12.

Caseloads and Service Activities

Please see the summary table at the
end of the regional section for
budget, staffing, caseloads and
service activities for:

- Saskatchewan Assistance Plan
- Children's Service Caseload
- Child Protection Caseload
- Foster Homes
- Young Offenders
- Adoption Caseload
- Teen and Young Parent Caseload
- Community Living

Regional Developments and Key Issues

Community-Based Organizations

A total of 44 not-for-profit
community organizations, municipal
or Aboriginal governments received
76 different Social Services grants
totalling \$10,800,905. They delivered
a wide range of programs serving
children and youth, people with
disabilities, and children, youth and
families in crisis.

Regional Intersectoral Committee (RIC's)

During the year the region
participated in a range of interagency
activities, co-ordinated by the RIC.
Several topical round tables were
endorsed by the committee (Youth
Justice, North Central Planning,
Food Security, Children at Risk,
Early Childhood Intervention, in
addition to the data development and
co-ordinated funding round tables
already established.) The University
of Regina, Human Resources
Development Canada, and the Office
of Disability Issues were added to the
20-member committee which now
includes senior representatives from
all major human services and funding
departments and organizations in
Regina.

Human Resources

The stability in a number of the work
units has increased. As a result of
vacancies, several permanent
positions made available in the
budget process and some local

restructuring, about 40 positions
were available for permanent
staffing. A number of key
supervisory and management
positions were included in this
process and for the most part staff
working in the region were successful
in competitions for permanent
positions.

Plans for 2000-2001

- Implement improved administrative
supports for caseworkers in child
welfare programs.
- Plan and implement means of
better integrating programs and
services to families with multiple
program involvement.
- Plan and implement pilot projects
as part of second phase of Income
Security redesign.
- Follow up on RIC's initiative to
work with elected authorities to
assess social and economic
conditions, and develop joint
strategies as required.

Regional Caseload Activity

	Northeast	Northwest	Southeast	Southwest	Saskatoon	Regina
1. Budget (Millions)	\$53.4	\$39.8	\$34.8	\$24.6	\$114.2	\$88.9
2. Staffing (FTE's)	244	144.4	152	80.7	291.3	300
3. Saskatchewan Assistance Plan Cases	4,089	3,157	3,157	2,623	11,569	8,667
4. Children's Services' Caseload	630	310	240	127	715	916
5. Child Protection Caseload	670	280	291	200	746	1,045
6. Foster Homes	220	98	97	63	187	173
7. Young Offenders	322	368	470	266	671	710
8. Adoption Caseload	174	77	143	83	271	213
9. Teen and Young Parent Caseload	74	15	38	40	128	114
10. Community Living Cases	604	513	571	584	960	640

1-2 Includes regional offices and facilities.

3-10 Selected statistics — all statistics are as of March 31, 2000. The total number of clients in a year in any given program will be higher, as a number of people enter and leave a program during the year.

7 Number refers to home address of youth.



Regional Caseload Activity

	Northeast	Northwest	Southeast	Southwest	Saskatoon	Regina
1. Budget (Millions)	\$53.4	\$39.8	\$34.8	\$24.6	\$114.2	\$88.9
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3. Saskatchewan Assistance Plan Cases	4,083	3,157	3,157	2,623	11,569	8,667
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7 Number refers to home address of youth.

Service Divisions

Services to the public are provided through four major program divisions:

- Income Security
- Child Day Care
- Community Living
- Family and Youth

These provincial services are delivered primarily through the six regional offices and facilities. They constitute the majority of the Department's budget and staff.

Income Security Division

Programs and Services

Income Security provides a range of income supports and services for low-income people, intended to:

- provide basic income support to people who have little or no income,
- encourage economic independence, and
- promote social inclusion.

In 1999-2000, the Division offered the following programs, which will be described more fully in later sections:

- Saskatchewan Child Benefit
- Saskatchewan Employment Supplement
- Saskatchewan Assistance Plan

- Saskatchewan Income Plan (Seniors' Benefits)
- Community-based Income Security Projects
- Emergency Social Services

Objectives of the Division

The objectives of the Income Security Division are to:

- provide basic income support for children, families and individuals to reduce the risks and disadvantages caused by poverty;
- provide services and supports to enhance client independence through access to employment, training programs and other measures;
- support communities to develop services which contribute to the social and economic well-being of low-income children, families and individuals.

Throughout 1999-2000, the Division worked to further its strategy of income security redesign. The goal of income security redesign is to enhance opportunities for low-

income people to participate more fully in economic and social life. This involves reducing barriers to accessing education and work, and providing the supports necessary to help individuals and families achieve independence. The Building Independence programs, launched in 1997 and 1998, were major elements of the first phase of redesign, and provided a foundation for ongoing development in 1999 and beyond.

During the year, considerable consultation took place with Social Services' regional and central staff, as well as with government departments most affected by the proposed redesign principles and activities. Activities for the next phase of implementation will be detailed in the section titled Plans for 2000-2001.

Budget, Staffing and Delivery

The total expenditure for Income Security programs in 1999-2000 was \$348,379,987. Of this amount, 98.1 per cent was provided in the form of payments or benefits to low income families and individuals.

Income Support Programs	1999-2000 Actual Exp.	Staffing	Delivery
Saskatchewan Assistance Plan	\$ 254,203,991	262	Regional
Saskatchewan Child Benefit	63,670,510	27	Central
Saskatchewan Employment Supplement	10,307,379		Central
Saskatchewan Income Plan (Seniors' Benefits)	11,674,379	3	Central
Community-based Income Security Programs	1,913,837	35	Regional/
Income Security Administration*	6,609,801		Central
Total Expenditures	\$ 348,379,897	327	

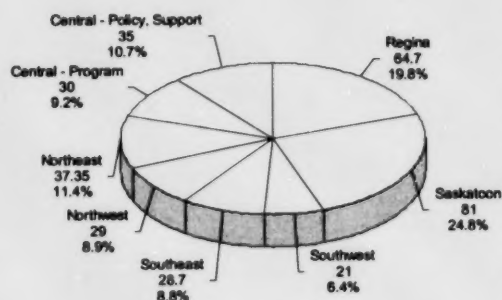
* Includes expenditures for mainframe processing costs, and Saskatchewan Child Benefit and Saskatchewan Employment Supplement systems and communication costs. System expenditures are managed by the Technology and Property Management Division and communication expenditures are managed by the Communications and Public Education Unit.

Income Security has 327 staff in regional and central offices. Approximately 90 per cent of these positions provide direct service and support to clients.

Regional staff provide front-line delivery of the Saskatchewan Assistance Plan (SAP) as well as client and community services. Regional management is responsible for activities in their Region and report on their operations centrally.

Central management and staff monitor accountability; provide policy, program and technical support; and provide centralized delivery of the Saskatchewan Employment Supplement, the Child Benefit Adjustment, the Saskatchewan Income Plan, and the Child Day Care Subsidy. Central staff are also responsible for policy direction, administration and program co-ordination for the Saskatchewan Child Benefit, which is administered on behalf of the province by Canada Customs and Revenue Agency.

Number of Regional and Central Staff



Building Independence — Investing in Families

Income security programs underwent a major structural redesign with the introduction of the Building Independence initiatives in 1997 and 1998. Building Independence is an interdepartmental and intergovernmental strategy to address child poverty by supporting individuals and families to move into and stay in the workforce. The goals of the Building Independence strategy are consistent with those of the federal-provincial National Child Benefit strategy.

Redesign initiatives launched under the Building Independence strategy include the Provincial Training Allowance (PTA) delivered by Saskatchewan Post-Secondary Education and Skills Training, the Saskatchewan Child Benefit (SCB) and Saskatchewan Employment Supplement (SES) delivered by Saskatchewan Social Services, and Family Health Benefits (FHB) delivered by Saskatchewan Health.

Saskatchewan Child Benefit

Introduced July 1, 1998, the Saskatchewan Child Benefit (SCB) provides a monthly allowance to assist lower income families with the cost of raising children. SCB-eligible families who do not have other supplementary health coverage are also entitled to receive Family Health Benefits administered by Saskatchewan Health. By assisting families to meet the needs of their children, these programs enable low-

income working parents to remain in the workforce, and reduce the barriers for parents moving from social assistance to work.

The SCB is administered on behalf of the province by Canada Customs and Revenue Agency and benefits are combined in a single payment with the Canada Child Tax Benefit and the National Child Benefit Supplement.

Under the National Child Benefit initiative, the federal government agreed to assume responsibility for children's basic needs, by providing new funds on a phased-in basis over several years. When this initiative was introduced, the Saskatchewan government provided additional money upfront through the SCB so families would be eligible to receive their full benefit immediately. The SCB is designed to phase out as the federal program matures through staged increases.

As of March 31, 2000, SCB benefits were being provided to approximately 95,000 Saskatchewan children in 45,500 families, including approximately 8,800 families living on reserves. The federal Department of Indian and Northern Affairs covers the cost for on-reserve families. The average provincial benefit per family was \$141.79 per month.

Of the 45,500 families receiving benefits, approximately 28,750 (63 per cent) were single-parent families and 16,750 (37 per cent) were two-parent families. Nearly 87 per cent of all single-parent families in Saskatchewan receive SCB.

In conjunction with the National Child Benefit Supplement (NCBS), the SCB extends children's benefits to all low-income families whether they are on social assistance or earning a low wage. For families on social assistance, this means that children's basic benefits are now delivered by the combined NCBS/SCB. For a small and declining number of cases, the Department provides a child benefit adjustment to ensure no family on social assistance receives lower benefits as a result of the transition to NCBS/SCB. In 1999-2000, an average of 2,611 families received child benefit adjustments in the amount of \$145 per month.

Saskatchewan Employment Supplement

The Saskatchewan Employment Supplement (SES), also introduced July 1, 1998, provides a monthly supplement to wages, child and/or spousal maintenance payments, and self-employment earnings of lower income parents. The program assists parents with the child-related costs of going to work and supports their decision to work.

SES is administered from a central call centre located in Regina, using innovative technology to deliver the program in an efficient, cost-effective, and family-friendly manner. For convenience, the call centre features extended hours of operation and is open on weekends. During this fiscal year, 106,960 calls were fielded by call centre staff.

During 1999-2000, an average of 5,840 families received monthly SES benefits. This is an increase of 690 families per month from last fiscal

year. Approximately 70 per cent of families receiving SES benefits were single parents and 30 per cent were two-parent families. The average monthly payment per family was \$147.16.

To increase awareness of and intake into this new program, research was carried out in August 1999 using focus groups of people who would be eligible for SES but who had not applied. As a result of this research, a

Saskatchewan Employment Supplement — An Innovative Service Model

Improved technology has facilitated the introduction of innovative program designs and processes.

An Almost Paperless System

Clients call a toll-free number to apply. Registration for the program is done over the phone in three to five minutes. Once registered, the completed registration forms are automatically produced and are mailed to the client. The client returns the signed form with a copy of a void cheque so payments can be deposited directly into his or her bank account.

Client Friendly, Accessible and Responsive

SES is operated through a call centre model using integrated voice response (IVR) technology to field inquiries, updates or changes to client files. At any point, callers can transfer from the IVR system to speak to a client service specialist.

Because many parents are working during the day, extended business hours are offered including evenings and weekends. Call Centre staff are available from 7 a.m. to 7 p.m. weekdays, and 8 a.m. to 5 p.m. on weekends. The IVR system is available every day until 11 p.m.

Simplified Income Information Reporting

For income reporting, the client only has to report employment, self-employment and child/spousal support income. Other incomes such as Canada Pension Plan, Workers' Compensation and Employment Insurance are obtained through computer linkages to determine the level of benefits to be paid.

Help for Working Families

The amount of the supplement is based on the number of children in the family and the amount of work or support income. Unlike other benefit programs, there is an incentive to earn more. As income increases toward certain maximums, so does the amount of the supplement. SES is tax free. Eligible families also receive benefits from the Family Health Benefits program.

new brochure was prepared to more clearly explain how the program works to assist low-income working families. A public campaign, consisting primarily of direct mail to potential clients and mass mail to partners such as schools and day cares, will begin in April 2000. Full impact of those efforts will be known by the fall of 2000 and will be reported in the next annual report.

Saskatchewan Assistance Plan

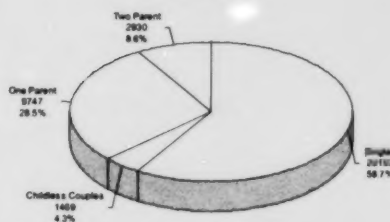
The Saskatchewan Assistance Plan (SAP) provides financial assistance to people in need who have little or no income. SAP benefits are commonly referred to as social assistance or welfare. SAP provides a safety net for individuals and families whose needs cannot be met by the market economy due to unemployment or other circumstances or by federal income security programs, such as Employment Insurance.

Social Services' staff work with clients to establish a transition plan to independence. Clients who are unable to find employment are referred to the nearest Canada-Saskatchewan Career and Employment Services office for assistance in accessing training and employment opportunities.

SAP Caseload Profile

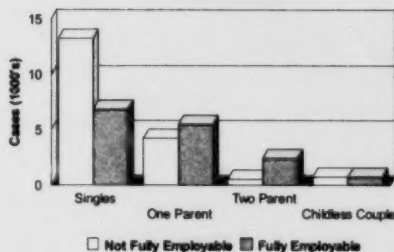
Single persons and one-parent families are the two largest segments of the SAP caseload, comprising almost 90 per cent of the caseload.

Average Caseload Composition
1999-2000



About 55 per cent of all SAP cases are deemed not fully employable, which means they are unable or only partially able to work, in training, or employed in a sheltered workshop.

Employability Status
1999-2000



Among single-person cases, 66 per cent were considered not fully employable. Single employable cases tend to remain on SAP for an average of six months.

Environmental Factors Affecting SAP

The success of social assistance recipients in getting jobs is influenced strongly by unemployment levels in the economy. In general, an increase in the number of unemployed in Saskatchewan will result in an increase in the SAP caseload.

Periods of recession, with accompanying high unemployment levels, are typically followed by significant increases in the social

assistance caseload. While caseloads decline during the post-recession recoveries, they do not usually return to their pre-recession levels. This "ratchet effect" in social assistance caseloads has been noted in most western countries. Often, recessions result in fundamental restructuring of the economy and downsizing in some industries, which render some jobs obsolete.

Regardless of economic cycles, there are segments of the population that tend to have higher unemployment levels than the average population. These include single parents, youth (ages 18-29), Aboriginal persons, and persons with disabilities.

Education level is a key factor which may affect both an individual's ability to find employment and his or her expected income. About 70 per cent of SAP cases are headed by persons with less than grade 12. In contrast, among Saskatchewan's total labour force, 23 per cent have less than grade 12. (*Statistics Canada Labour Force Survey, 1998*) From 1990 to 1998, employment for those with less than high school graduation in Saskatchewan has decreased from 55 per cent to 47 per cent.

(*Saskatchewan Labour Market Trends Report, January 2000*)

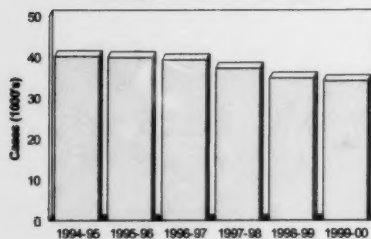
The presence of children also tends to influence the ease with which families can move from social assistance to employment. The cost of child care and the potential loss of health benefits for children are two barriers to independence. Families with children have tended to stay longer on social assistance than single persons or childless couples. The Building Independence programs were specifically designed to help

reduce these barriers which have discouraged people on assistance from moving into the workforce.

SAP Caseload Trends

The social assistance caseload has been declining annually for the past five years. This downward trend is generally due to an improved provincial economy, the Building Independence programs, and the Saskatchewan Provincial Training Strategy.

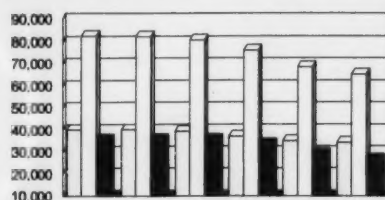
**Saskatchewan Assistance Plan
Average Number of Cases**



In 1999-2000, an average of 34,249 cases (individuals and families) received benefits under SAP. This represents a decrease of 593 in the number of cases from 1998-1999 (a two per cent decrease) and a decrease of 5,975 cases from the 1994-1995 average (a 15 per cent decrease).

As a result of the caseload decrease, there were 3,567 fewer persons relying on social assistance on average in 1999-2000 than there were the previous year (a five per cent decrease). Since 1994-1995, the average number of persons receiving social assistance has declined by 17,347 (a 21 per cent decrease).

Saskatchewan Assistance Plan Trends

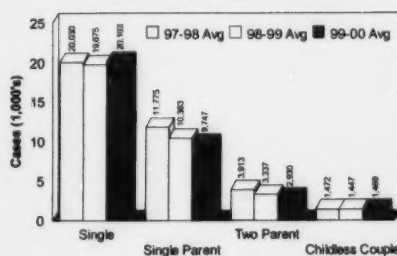


	94-95	95-96	96-97	97-98	98-99	99-00
□ Cases	40,224	39,990	39,297	37,190	34,842	34,249
□ Persons	82,347	81,967	80,744	75,887	68,567	64,994
■ Children	35,456	35,712	35,543	33,313	28,949	26,345

The most significant decreases have been among families with children. In 1999-2000, family cases with children declined by 1,053 or 7.6 per cent from the previous fiscal year. The sharp drop in family cases continues the trend of the previous year, and is strongly correlated with the introduction of the Building Independence programs, which make employment a better option than social assistance for families with children. Since their introduction in 1997 and 1998, the Building Independence programs have resulted in approximately 3,800 fewer families and 8,100 fewer children relying on social assistance (to March 31, 2000).

Over the last five years, social assistance redesign, improved training, skill development opportunities and improved economic growth have reduced by

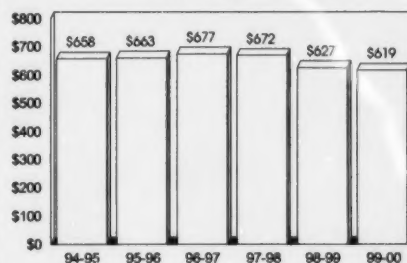
**Saskatchewan Assistance Plan
Cases by Family Type**



10,000, or 31 per cent, the numbers of child beneficiaries in SAP cases, from 36,000 in 1995-1996 to 26,000 in 1999-2000.

The average monthly cost per SAP case in 1999-2000 was \$619. This represents a two per cent decrease from the previous year. This decrease is primarily due to the impact of the SCB and SES as the basic support for children is now provided outside of the social assistance program.

**Saskatchewan Assistance Plan
Average Cost Per Case**



SAP Delivery to Northern Bands

Social Services has agreements with five northern First Nations (Peter Ballantyne, La Ronge, Montreal Lake, Black Lake, and Hatchet Lake) for the delivery of social assistance to off-reserve Band members in adjacent communities.

The Bands administer social assistance for their members living off-reserve. Income Security Division conducts audits of cases administered by the Bands to ensure assistance is provided in accordance with SAP regulations and policies. In addition, the Division delivers ongoing support and training to Band staff on SAP program policies and regulations.

In 1999-2000, the average monthly caseload for the northern Bands was 489. The total annual expenditure was \$4.22 million.

These arrangements advance the partnership approach of service delivery between First Nations and the Province.

Saskatchewan Income Plan (SIP)

This program provides supplementary income for senior citizens who have little or no income other than the federal Old Age Security (OAS) pension and the Guaranteed Income Supplement (GIS). Eligibility for SIP benefits is automatically determined through the GIS application.

SIP benefits are combined with the federal Old Age Security and Guaranteed Income Supplement (OAS/GIS) into a single consolidated monthly payment delivered by the Federal government on behalf of Social Services. This arrangement helps keep administration costs low. In combination with the OAS and GIS, SIP benefits help to reduce the incidence and depth of low income among Saskatchewan seniors. Among Canadian provinces, Saskatchewan has the highest percentage of seniors but one of the lowest rates of poverty among the elderly.

In 1999-2000, an average of 16,274 low income seniors received benefits each month. SIP benefits added almost \$655 to the annual incomes of these individuals.

The number of people receiving benefits under the program has been declining steadily over time. This is the result of an increasing proportion of seniors receiving Canada Pension Plan or other pension benefits.



Community-Based Income Security Projects

The Division continues to explore effective ways of providing services to the people of Saskatchewan, including alternatives that enhance community involvement, ownership and delivery. Community-based programs are managed regionally and co-ordinated centrally.

Child Nutrition and Development Program

Under the Child Nutrition and Development Program, government and communities work together to reduce the nutritional risks to children from low income families. Community funding provided through the program is used for food, nutritional education, and family support projects.

In 1999-2000, funding of \$1.2 million was provided to over 45 projects delivered by community-

based organizations, local governments, schools and school divisions across the province. Community and school-based nutrition programs provide meals to children in need. These projects deliver over one million meals annually to children throughout the province. Family support initiatives such as community kitchens, community gardens, and other self-sufficiency projects help low income families acquire skills and abilities necessary for independence.

Service providers observe that children who receive proper nutrition and nutritional education have better school attendance, are more attentive in class, have improved social skills, and better relationships with peers, teachers and the community.

Other Income Security Community-Based Projects

Throughout the year, additional funding helped community organizations develop services and approaches which contributed to the social and economic well-being of low income persons in Saskatchewan. In 1999-2000, funding totalling \$789,800 was provided to the following organizations:

- the Unemployed Workers Help and Counselling Centre in Regina, to assist workers with alternative income claims such as Employment Insurance;
- the Salvation Army in Saskatoon, to provide after-hours emergency financial services for the Saskatoon Regional Income Security office;

- Riverbank Industries in Prince Albert, to provide employment preparation and skills training for recipients of social assistance;
- five community-based organizations, located in Regina, Saskatoon, Moose Jaw, Yorkton and Prince Albert to provide trusteeship services for social assistance clients. These agencies assist clients with budgeting skills.

Emergency Social Services

Emergency Social Services provides specialized services to meet the non-medical needs of persons affected by disasters, particularly forest fires. The Division continues its work with Saskatchewan Emergency Planning, other government departments, community-based organizations, law enforcement, and fire-fighting agencies to develop an improved trauma/disaster response system for the province.

Income Security Staff Development and Support

Training was provided to 300 staff as well as personnel from collateral and community-based agencies. Training was provided on topics such as SAP policy and procedures, case management, communication and interviewing skills, understanding poverty, the dynamics of family violence and child abuse, the impact of fetal alcohol syndrome, cultural awareness, and other topics relevant to new and veteran program staff. Additional training was provided to audit and verification staff to ensure the continued integrity of essential program accountability functions.

ISD Program Accountability

Financial Controls

A variety of financial controls are employed within the SAP program to ensure the eligibility of all clients and the accuracy of benefits. These controls include:

- an annual program audit. Each year a random sampling of cases is audited to monitor financial error trends. The 1999-2000 program audit showed that the Saskatchewan Assistance Plan continues to operate at an error rate of 3.6 per cent and continues to be below the acceptable error limit of 4 per cent established in consultation with the Provincial Auditor;
- an automated system which registers all clients on a common data base and prevents benefits from being issued to the same client from more than one office; and
- an automated computer matching with other programs to verify circumstances and income. This includes matching with Human Resources Development Canada (which administers Employment Insurance and Canada Pension Plan), Canada Customs and Revenue Agency and the Workers' Compensation Board.

In October 1998, Saskatchewan entered into an agreement with all provinces (except Quebec) and territories to share information to ensure clients do not collect social assistance in more than one jurisdiction at the same time.

In addition to improving accuracy, the financial controls are designed to be non-intrusive. These efforts support the Department's overall strategy to deliver a high standard of service while maintaining accountability.

Appeal Mechanisms

The Division has mechanisms in place which allow citizens to appeal decisions concerning either their eligibility or amount of assistance. A recipient of social assistance may appeal a decision by submitting a request in writing to the Regional Director. The Regional Director will ask senior officials to review the case. If an adjustment does not result, a hearing of the Local Appeal Committee, made up of local interested citizens, will be held within 30 days from the date the appeal is made. If recipients or Regional Directors are not satisfied with the decision of the Local Appeal Committee, they may ask for an appeal before the provincial Social Services Appeal Board, whose members are also independent citizens. The decision of the Provincial Appeal Board is final.

In this fiscal year, 481 appeals were heard by the Local Appeal Committee and 161 appeals were heard by the Provincial Appeal Board.

Outcomes of Divisional Objectives for 1999-2000

The new Building Independence programs introduced in 1997 and 1998 represented the most significant structural changes to provincial income support programs in 30

years. These redesign initiatives have assisted a significant number of families on social assistance to become economically independent.

Since their introduction, approximately 3,800 fewer families and individuals now rely on welfare because of supports and incentives provided by the Saskatchewan Child Benefit, the Saskatchewan Employment Supplement, Family Health Benefits, and the Provincial Training Allowance.

Saskatchewan's approach to income security redesign received favourable comment in a recent study by the Organization for Economic and Cooperative Development (OECD), which compared social assistance programs in western countries (*The Battle Against Exclusion, OECD Paris 1999*). Additionally, in the *Campaign 2000 National Report Card on Child Poverty*, Saskatchewan was cited as the only province to successfully reduce the incidence of child poverty since 1989.

By the end of the fiscal year, the Division had completed its 1999-2000 redesign objectives and was preparing for the next stage of income security redesign. Throughout the year, the Division worked with other staff, departments, organizations and community service providers to ensure that services proposed for the next stage of redesign will complement each other, address the needs of low-income people, and build on the strengths of individuals and families.

Plans for 2000-2001

Over the next year, the Division will focus on implementing the next phase of income security redesign. This will begin with a policy framework which is based on the values of social and economic inclusion and continue to emphasize the attachment of low-income people to the labour market. This framework will set the stage for the new policy and service delivery developments.

The Division will work with other departments to explore options for income supports outside social assistance which allow more low-income people to be employed and participate in mainstream community life. Providing supports outside social assistance allows people to leave welfare at lower income levels than previously and strengthens their opportunities for independence.

These policy directions are consistent with the new programs introduced through the Building Independence strategy. Complementary supports now identified for research and development include those related to housing, child care, education and training, and youth transitions to independence. For people with disabilities, emphasis will be placed on how to address the impacts of disability and to promote and support employment and participation in community life.

The Saskatchewan Assistance Plan will continue to be a program of last resort for people in transition to employment and those unable to support themselves. To increase

program effectiveness, the Division will undertake work to simplify program rules and benefit administration, integrate benefits with alternate supports, and develop a new transition planning model for work with clients who are experiencing barriers to education, training and employment.

A staged incremental approach to change is considered best in order to effectively measure client impacts and service outcomes. Any significant service delivery changes will be tested through central and regional pilot projects.

In finalizing these directions and exploring options for change, the Division will undertake targeted consultations with other departments, community stakeholders and representatives from organizations outside government. Co-ordinated economic and social planning across sectors in government and communities is key to bringing about positive outcomes for low-income people.

The Division's goal in advancing the next phase of income security redesign is to find approaches which help preserve and encourage the capacities of people experiencing poverty, even as their immediate needs are attended to, and assure that they remain a resource to the community and a potential beneficiary of education, training and employment opportunities.

Public Access to Information about Income Security Programs

Information about Income Security Programs is available through the internet, pamphlets and brochures, and toll-free inquiry lines.

Internet Access

Information about Income Security Programs is available on-line at:

<http://www.gov.sk.ca/socserv/infocntrl/progserv/Incomesecurity>

The Saskatchewan Assistance Plan (SAP) Policy Manual and Social Assistance Handbook can be found on the Social Services web site in the Publications section of the web site at:

<http://www.gov.sk.ca/socserv/infocntrl/publications/policies.htm>

Publications and Brochures

SAP Regulations and Policy Manuals are widely distributed to regional offices, other provincial and federal departments, community groups, service providers and advocates.

Educational handouts in the *About* series and other pamphlets on Income Security Programs are available at regional offices or from the Communications and Public Education Division (787-3686) including:

- Income Security Programs
- Directory of Communities — Saskatchewan Assistance Plan
- Social Assistance Handbook
- Social Assistance Rates
- Social Assistance — Your Right to Appeal
- Social Assistance Facts and Trends
- Social Assistance and Accountability
- Security Deposits and Rent Payments
- Farmers — Provincial Income Security Programs
- Clients with HIV/AIDS and the Social Assistance Program
- Social Assistance and SaskPower/SaskEnergy
- Provincial Training Allowance and Social Assistance
- Interview Information
- The Saskatchewan Child Benefit
- The Saskatchewan Employment Supplement

Toll Free Numbers

Saskatchewan Child Benefit

1-888-387-1193

Benefit Adjustment

1-888-286-0399
or 787-3459 in Regina

Saskatchewan Employment Supplement

1-877-696-7546 or
797-4723 in Regina

Saskatchewan Income Plan (Seniors' Benefits)

1-800-667-7161 or
787-2681 in Regina

Several regional offices serving rural and northern areas of the province have toll-free lines.

Community Living Division

Programs and Services

Community Living provides programs and services for persons with intellectual disabilities and their families, in the community and in the Valley View Centre in Moose Jaw. Over the past two decades, the Division has tried to move as many people as possible with intellectual disabilities out of institutions and into the community, with the appropriate support.

Clients of Community Living Division are primarily individuals with intellectual disabilities who require various supports to live in their community. Supports are focused in the following areas:

- Case management
- Therapy support
- Family support
- Community-based services

These services are provided by Department staff located throughout the province, and through community-based agencies in numerous communities across Saskatchewan.

Valley View Centre provides 388 beds for persons with intellectual disabilities.

The Division delivers its programs and services primarily through an extensive system of community-based social, residential, vocational and early childhood agencies. It works in partnership with provincially-based representatives and advocacy organizations. The

Division is a signator of a three-way partnership agreement between Saskatchewan Association of Rehabilitation Centres and the Saskatchewan Association of Community Living.

This partnership agreement sets out a common vision and set of principles that are based on people with intellectual disabilities having inherent dignity. The three partners share a joint commitment that people be surrounded by inclusive communities which respect and value independence. The three partners have agreed to work together on strategic planning, specific new programs and projects, increased communication and on the development of new partnerships between other agencies and organizations.

Objectives of Community Living

The mission of the Community Living Division is to support the development of inclusive communities for individuals with intellectual disabilities. The Division assists individuals, families and communities to ensure that services are appropriate and accessible; and empowers those with intellectual disabilities to make choices regarding the services they receive.

The program activities of the Division reflect the overall Departmental objective of supporting Saskatchewan citizens to live in their community.

Since its inception in 1972, the Community Living Division has based its activities and operations on the principle of normalization.

Budget and Staffing

Services provided by the Community Living Division are delivered through the Department's six regions. Regional staff (53.5 positions) are located in 15 major centres in Saskatchewan; seven central administration positions are located in Regina.

The Division also operates Valley View Centre in Moose Jaw with a staff of 466.9 FTEs.

The total Divisional budget expenditure of 1999-2000 was \$58,829,000. The Department funded many new initiatives in 1999-2000 including new group homes in Saskatoon, Ituna, Prince Albert and Regina.

In addition, numerous programs throughout the province received additional funds to either increase the number of funded spaces or enhance the supports within existing programs. For example, additional funds were provided to supportive living programs in Humboldt, Kronau, Estevan, Preeceville, Porcupine Plain, Meadow Lake, Nipawin, Prince Albert, Shaunavon and Melville.

Community Living Activities

Community Case Management

Social work staff support individuals, families and private-service home operators through individual assessment, planning, and case management. As well, staff provide advice and assistance to community boards which provide residential and vocational assistance.

CLD provincial community caseload statistics as at March 31, 2000 compared with the previous year:

	March 31, 1999	March 31, 2000
Individual Clients	3,240	3,188
Families	249	241
Private Service Home Operators	281	286
CBO Programs	142	147

Therapy Support

Each region has a Program Development Consultant (PDC) who is available to agencies or individuals for consultation and who provides training on ethics, behavioural intervention and comprehensive individual support planning.

Family Support

Family support services are designed to:

- help parents and their children through the initial adjustment to disabilities;
- diminish or eliminate problems in family functioning caused by a disability;
- help families and the community service system establish a developmental model for preschool and school-aged children;
- help families make appropriate planning decisions about educational, housing and lifestyle issues at appropriate times during development.

Respite services are an essential component of the Division's family support initiatives. These services help families by providing short-term residential care to allow for planned breaks or for crisis management.

Respite services are provided by resource homes located in Regina and Saskatoon, or in the case of families not having easy access to the resource homes, through the Outreach Program. The Outreach Program provides funding to offset the cost incurred by a family in accommodating their family member in their own home or other local resource as needed.

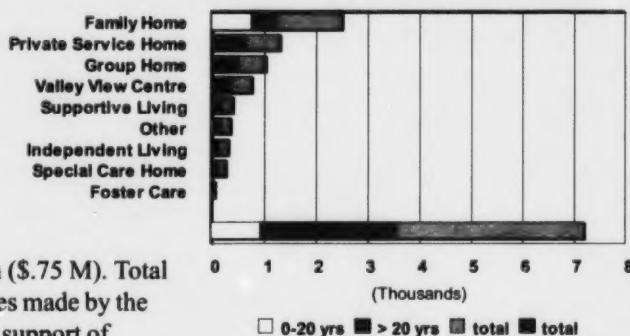
In 1999-2000, the Division made available 5,475 person days of respite support through the resource homes (\$1.45M), and over 25,489 person days of respite support for over 720 individuals through the Outreach Program (\$1.75 M). Total respite expenditures made by the Department in the support of individuals and families were approximately \$1.2 million.

Additional respite services in rural Saskatchewan are provided by a number of group homes which maintain a space in their facility for this purpose. Such services are available in Melville, Hague, Prince Albert, Porcupine Plain, North Battleford, Kinistino, Outlook and Kindersley.

The use of this resource by families has seen tremendous growth over the past decade, particularly, expenditures in the Outreach program. (See chart - Expenditures - Outreach Program, page 38)

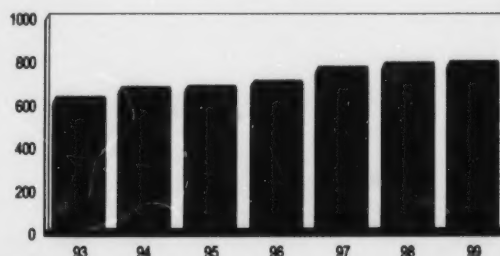
In keeping with the philosophy of Family Centred Services, the Division also supports families whose children have intensive support needs that cannot be served with existing respite services. In these situations, individualized support plans are developed with the family and facilitated through use of preventive service provisions in *The Child and Family Services Act*. In 1999-2000, the division supported 50 families for a total expenditure of \$356,620.

Where do people on CLD caseloads live?



The majority of children and young adults on the Community Living caseload reside in their family homes. This number has increased over the past several years (i.e. the number of children and young adults less than 21 years of age living at home has increased by 26 per cent since 1993).

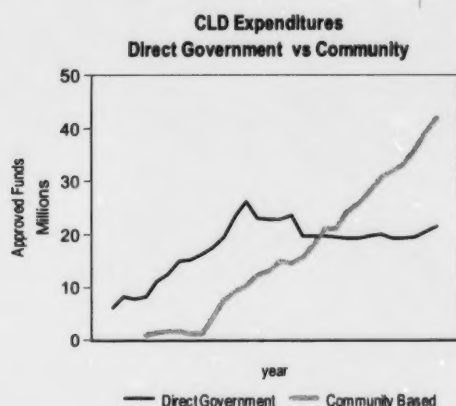
Individuals Living in Their Family Home (ages 0-20 years)



Community-based Service

Since its inception, the Division has been guided by the principle that services should be community-based and locally-controlled. Additionally, the Division promotes a broad range of options to assure the least restrictive setting in each case.

The following chart illustrates the growth of funding to community-based organizations since the early seventies.



The Department is increasingly involved in community partnerships where several agencies work together to provide services to meet their community's needs.

Residential Services in the Community

Group homes (\$19.53 million) provide accommodation, personal care and individualized programming in a family-like setting. Group homes usually accommodate no more than six people. Most residents attend organized daytime activity such as those provided in schools, sheltered workshops and activity centres.

Some of these homes have been developed as group living homes, a modified group home where individuals share a house and are responsible for their own basic shelter costs. Community Living Division provides funds for support staff that may be required.

Approved Private Service Homes are licensed under *The Residential Services Act*. Home operators provide direct care services for people with mental and physical disabilities. A new rate structure was implemented in 1997-1998 which provides a more consistent payment system for the daily living supports provided to persons living in these homes. These payments are provided on a fee-for-service basis through Social Services Income Security Division.

Supportive Living Programs (\$.5 million) provide the necessary supports to enable adults with intellectual disabilities to live in their own homes or apartments.

Supported Apartment Living Programs (\$1.48 million) provide an alternative for those who need more than supportive living but less than the supports of a group home.

Vocational/Developmental/ Employment Services

Activity Centres (\$7.02 million) are facilities designed for individuals who have limited motor and sensory

development. Programming emphasizes basic living skills, socialization, and recreation. Although some activities may be of a productive nature, they are secondary to the primary goal of maximizing an individual's potential in the community setting.

Employment/Transitional Training Services (sheltered workshops) (\$3.39 million) focus on training and production. Clients develop work and life skills until they are able to reach their potential level of independence or obtain competitive employment. A portion of the profit realized by workshops is returned to clients.

A number of programs provide day activities that range from full-time, centre-based activities to integration of seniors into existing programs.

Long-term Employment Initiatives (\$.65 million) ensure ongoing employment for persons with disabilities by providing support services such as job coaching, wage subsidy initiatives, or training-on-the-job.

In 1999-2000, nearly 250 individuals were successfully supported in employment through the program.

Long Term Employment	# of Employment Contracts	# of Clients Employed	Total Expended
1999-2000	90	246	\$266,196

Early Childhood Intervention Services

This program provides home-based training and support to parents of children up to five years of age with developmental disabilities.

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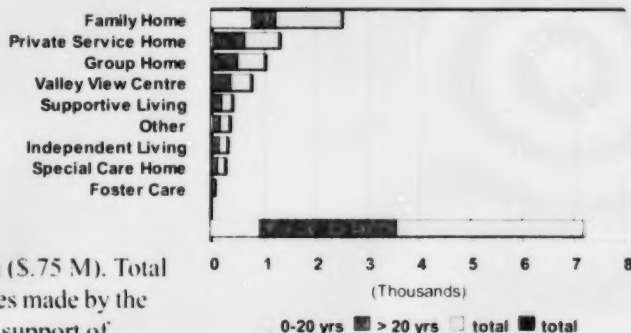
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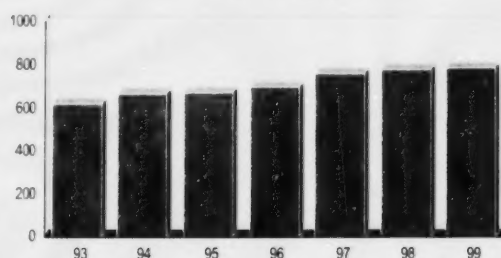
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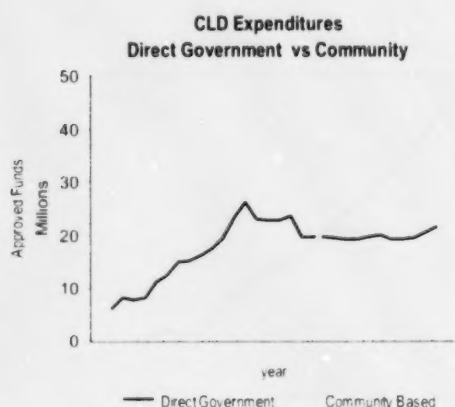
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Approved Private Service Homes are licensed under *The Residential Services Act*. Home operators provide direct care services for people with mental and physical

disabilities. A new rate structure was implemented in 1997-1998 which provides a more consistent payment system for the daily living supports provided to persons living in these homes. These payments are provided on a fee-for-service basis through Social Services Income Security Division.

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Vocational/Developmental/ Employment Services

Activity Centres (\$7.02 million) are facilities designed for individuals who have limited motor and sensory

development. Programming emphasizes basic living skills, socialization, and recreation. Although some activities may be of a productive nature, they are secondary to the primary goal of maximizing an individual's potential in the community setting.

Employment Transitional Training Services (sheltered workshops) (\$3.39 million) focus on training and production. Clients develop work and life skills until they are able to reach their potential level of independence or obtain competitive employment. A portion of the profit realized by workshops is returned to clients.

A number of programs provide day activities that range from full-time, centre-based activities to integration of seniors into existing programs.

Long-term Employment Initiatives (\$6.65 million) ensure ongoing employment for persons with disabilities by providing support services such as job coaching, wage subsidy initiatives, or training-on-the-job.

In 1999-2000, nearly 250 individuals were successfully supported in employment through the program.

Long Term Employment	# of Employment Contracts	# of Clients Employed	Total Expended
1999-2000	90	246	\$268,198

Early Childhood Intervention Services

This program provides home-based training and support to parents of children up to five years of age with developmental disabilities.

Programming occurs mainly in the child's home. The program is administered by non-profit, chiefly parent-controlled community boards.

A provincial council provides a forum to develop standards and discuss new ideas.

In 1999-2000, the Division provided \$1.85 million to 16 Early Childhood Intervention Programs.

Funding for Advocacy and Support

Grants totalling \$1.25 million were made to several provincial organizations to provide advocacy and specialized resource services on behalf of people with disabilities.

Valley View Centre

Valley View Centre, Moose Jaw provides long-term care services for people with intellectual disabilities. The centre is home to 376 adults whose needs cannot currently be met within the wider community. Valley View Centre operates North View Home, Prince Albert, a 12-bed community living residence. The centre is accredited nationally with the Canadian Council on Health Services Accreditation.

Staff enjoy a close relationship with the Family Advisory Group. This group is comprised of eight family members who work together with centre staff to develop new ideas, examine concerns of families, and develop plans to enhance the quality of life for those people who live at the centre.

Valley View Centre provides a wide range of services to the resident, organized around the values of respect, compassion, teamwork, equality, honesty, humour, and communication. Services include:

- resident care - nursing, psychological, recreational, vocational and behavioural therapy, pastoral care and volunteer services;
- support services - laboratory, x-ray, pharmacy, dental, laundry, security, safety, housekeeping and food services; and
- physician services.

Valley View Centre operates Camp Thunderbird, which is located at Candle Lake and provides camping services for approximately 400 people with intellectual disabilities who live throughout Saskatchewan. Camp Thunderbird is open from June to August of each year.

All community options are explored before consideration is given to admitting a person to the centre and admissions are limited. For example, in 1996-1997, 20 people were admitted to Valley View Centre and 19 people returned to live in the greater community. In the 1999-2000 fiscal year, five people were admitted to the centre and there were no discharges.

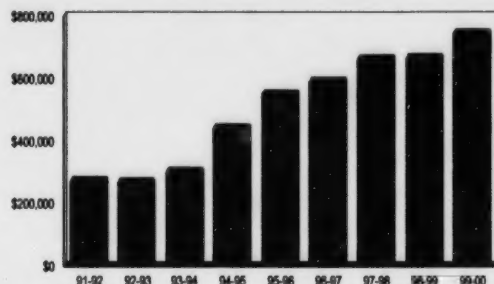
Key events occurring at Valley View Centre in the 1999-2000 fiscal year included:

- a three-year accreditation award from the Canadian Council on Health Services Accreditation;
- establishment of a People's First Committee by people who live at the centre;
- development of a policy on Resident's Rights and Responsibilities;
- review and revision of consent standards and development of a Health Directives Committee; and
- development of a team decision-making model.

Key Trends

- Though overall caseload numbers have not changed significantly over the past decade, the number of clients with severe and challenging complex needs is becoming a larger portion of the individuals served by the Division. Staff of both the division and community-based organizations are challenged to respond in different ways to meet these needs.
- The number of young people (clients younger than 21) residing in their family home continues to increase. Families are considered the best resource. The department strives to support these families to maintain their child at home.
- The following table illustrates expenditures for respite services provided by the Outreach Program to support families have increased over the past decade.

Expenditures Outreach Program



- The department is working closely with Post Secondary Education and Skills Training (PSEST) to develop a more inclusive focus for individuals with intellectual disabilities. Many individuals and their families have expectations for opportunities for skills training and employment rather than centre-based day programs.

Plans for 2000-2001

- The Department continues to work with the Saskatchewan Association of Rehabilitation Centres and the Saskatchewan Association for Community Living in the establishment of program standards in the community-based network of vocational, residential, early childhood and supported-employment initiatives. Some initiatives over the past year include:
 - Completion and implementation of an abuse prevention training package.
 - Review and streamlining of community based organization (CBO) service agreements.
 - Implementation of third year of three year strategy to enhance wages and benefits in the CBO sector.
 - Development of a quality assurance checklist for CBO programs.

- Continue to investigate new and creative models of service delivery that support communities in responding to the residential and vocational needs of their citizens, including those with the greatest intellectual/behavioural challenges.

- Develop a three to five year strategic plan with a quality management focus.
- Ongoing consultation with Community based organizations.
- Finalization of a long-term strategic plan for Valley View Centre.
- Development of Department-specific staffing benchmarks.
- Preparation for collective bargaining with CUPE 600.
- Assessment of staff development needs throughout Community Living Division.

Child Day Care

Programs and Services

Child Day Care supports families by promoting high quality early childhood care and education of children.

The Division performs the following activities:

- licenses child day care centres (group child care services) and family child care homes (private individuals providing child care in their home), and establishes a minimum standard of care in licensed child care facilities;
- monitors licensed child care facilities ensuring licensing standards are maintained;
- investigates unlicensed or over-enrolled private child care operations, ensuring children are protected from risks associated with too many children and/or too few caregivers;
- supports parents and caregivers by providing funding and consultative supports to help licensed facilities offer quality programs and access to licensed care;
- informs the public about early childhood education and development, and ensures caregivers are adequately trained;
- provides research, information, education and offers consultative supports to individuals and community groups to assist them in identifying or developing child care services appropriate to their needs;

- co-ordinates service delivery and promotes integration of services for children and families.

Objectives of Child Day Care Division

The mission of the Child Day Care Division is to promote the growth and development of children and to support the provision of child care services to Saskatchewan families.

Under the provisions of *The Child Care Act* and *The Child Care Regulations*, child day care services are regulated to reduce risks to children.

The program strives to:

- ensure low-income families have access to child care resources that provide a healthy, safe and nurturing environment for children, and
- provide increased and more flexible range of safe and nurturing child care options for low-income families to support labour market attachment.

Organization of Child Day Care Division

The Division's 19 staff positions provide central administration and licensing and consultative services from six Regional offices and service centres. The Child Care Subsidy office, located in Regina, has another 16 staff to administer the parent subsidy program and make payments to licensed child care programs. The Division's expenditure was \$17.08 million in 1999-2000.

Activities

Licensing, Monitoring, Inspection

The Division works to ensure Saskatchewan families have access to licensed child care services for the supplemental (non-parental) care of their children.

In 1999-2000, 12 child care consultants and two program managers directed the annual inspection, re-licensing and ongoing monitoring of approximately 450 child care facilities. These child care consultants also manage closures and license new day care facilities. Annually, consultants license about 45 new homes to replace the 13 to 15 percent of licensed homes that close each year.

As of March 31, 2000, there were 133 licensed child day care centres operating in the province with a total of 4,895 child care spaces. An additional 313 family child care providers were licensed to operate some 2,298 spaces in their homes. These spaces provide licensed services for approximately 5.4 per cent of children under 12-years-old with working mothers in the province.

An unusually high number of centres closed during the 1999-2000 fiscal year. Two centres in each of Saskatoon and Regina, one centre in Prince Albert, and four rural centres closed for a loss of 269 spaces. Under a federal initiative, as many as 70 child care centres have been developed on reserves in Saskatchewan in recent years impacting on rural facilities, and a number of pre-kindergarten programs

have been developed in inner-city locations. Although these are very positive developments, they are challenging the day care system to respond. Of the 269 spaces resulting from closures, 110 were replaced with three new centres, one in Saskatoon, and two in rural communities.

By the 1999-2000 year-end there was a total net decrease of six centres and six homes for 182 fewer spaces in the province's total licensed spaces.

Two of the Division's major initiatives are to increase the availability of licensed child care services for infants and to improve child care availability in rural communities. An expansion to licensed rural child care services is challenging because of small populations and seasonal patterns that make it difficult to develop and sustain child care operations.

Amendments to *The Child Care Act* are expected to assist rural and northern communities to develop more licensed child care services over time, because they offer more options for caregivers and families. The proposed amendments provide for Group Family Child Care Homes for up to 12 children with two caregivers, and allow family child care in homes to be located in dwellings other than the caregiver's principal place of residence.

The Division continues to field concerns about unlicensed individuals caring for too many children in their homes (*The Child Care Act* limits the number of children in care to eight.) The Division investigates complaints

to ensure compliance with the legislation. Enforcement in these situations requires sensitivity to the rights of parents to make their own child care decisions while preserving the integrity of the legislation.

During the 1999-2000 fiscal year, the Division responded to 45 complaints of private caregivers with too many children. Upon investigation, 10 of the complaints were unsubstantiated. Of the remaining 35 homes, 22 of the caregivers or 63 per cent have complied or are in the process of complying. Although a few caregivers closed their child care homes, the main method of compliance has been to reduce the number of children in care to eight, and a small percentage pursued licensing as well. The Division continues to work to ensure compliance with legislation throughout the province.

Supporting Parents, Facilities and Caregivers

The Income Security Division of Social Services administers financial support for low-income families needing child care. During 1999-2000, the Income Security Division delivered the Child Care Subsidy Program to licensed child care facilities on behalf of nearly 3,500 children from about 2,700 low-income families. The monthly subsidy averaged \$217 per child and helped some 2,400 single parents, primarily women, and 300 two-parent families, to participate in the workforce or receive training. These figures are consistent with those of the past several years.

The Child Day Care Division along with Income Security implemented a 100 per cent child care fee subsidy

for social assistance clients whose children are professionally referred to a licensed child care service because of a diagnosed special need. The new policy was implemented effective September 1, 1999. In the seven months between September 1st and March 31st, the program provided full fees directly to the child care facilities on behalf of 108 children in 80 families for a total parent portion expenditure of just over \$45,000.

The Division applied and managed the final increase to the Child Care Worker Wage Enhancement Grant. The maximum grant per trained staff increased by \$37.50 effective April 1, 1999, bringing the cumulative maximum monthly grant per staff to \$262.50. Also effective April 1, 1999, all centres on the waiting list for Wage Enhancement Grant funding began receiving this grant.

The four year commitment by government to the Wage Enhancement Grant has led to increased wages for child care workers. In fact, the findings of a national study show an increase of \$2.95 per hour in Saskatchewan's child care wages between 1991 and 1998. The *You Bet I Care* study found the average wage in Saskatchewan in 1998 to be \$10.47 per hour, with yet one more year of wage enhancement increase still to come. Although the province's wage enhancement grant had a greater impact on wages than projected, some portion of the increase was attributed to normal salary increases in the sector.

The Child Day Care Division, together with SIAST and the Saskatchewan Early Childhood

Directors' Inc., implemented a one-time training initiative, whereby untrained workers could access the 120 hours of training within a reasonable distance and with no tuition. Over 150 child care workers employed as of December 31st, in 78 child care centres in 31 communities were enrolled in this special training initiative, at a total cost to the Division of \$136,176.

Information and Education

An informed public and a trained child care workforce will support and encourage the high quality care of children.

The Division has a \$40,000 communications budget to educate the public about quality early childhood care and education, and how to identify and manage good quality care. These funds are directed at producing, purchasing or publishing a variety of resources for parents and/or caregivers as well as providing training opportunities involving the care, guidance and development of children.

During 1999-2000, communication expenditures included a variety of pamphlets and books on zero to three year olds, information articles published in a parenting magazine, and assistance with the cost of a Canadian early childhood care and education internet site. Recognizing the importance of the first three years, the Division purchased an educational video for every licensed child care home and centre, for boards, operators, caregivers, and parents to view and share its key developmental information.

During 1999-2000, the Division funded two special early childhood training institutes. The Canadian Child Care Federation hosted a leadership institute in Fort Qu'Appelle for a select number of front line child care workers and family child care providers, to which the Division contributed \$2,500. A consortium of early childhood educators from SIAST, the University of Regina, and Regency Day Care Co-operative also requested funding from The Child Day Care Division to support a leadership institute for 50 child care directors. The Division provided \$16,065 to the consortium in support of training directors to facilitate improvements in child care environments and programs.

With a view to establishing a practical and effective training mechanism for infant caregivers in teen homes and centres, the Division sponsored two teen centre directors to attend *Keys to Caregiving* for infants in Edmonton. In return for assisting with the costs of the practitioner training, the Regina and Saskatoon directors agreed to provide future training to Saskatchewan's infant caregivers.

Program Development

Many unique and innovative programs and services continue to develop at the community level. In 1999-2000, the Division funded a number of family support and early childhood services as well as rural initiatives.

Funding of \$3,700 per month continues to be provided to Circle Project Child Care Centre in Regina to support ten spaces for families in transition, who use child care on a

temporary and sometimes sporadic basis. Confederation Park Child Care Co-operative in Saskatoon received \$2,000 for the provision of parenting workshops. The Regina and District Food Bank received nearly \$14,000 to assist with the cost of early childhood educators for their on-site child care service used while parents attending the food bank's many training and life skills courses.

Rural initiatives funded by the Division included child care needs surveys in Assiniboia (\$3,771) and Rosetown (\$2,500), a mobile in-home child care service operated out of the Shaunavon Day Care Co-operative (\$18,575), and an extended hours drop-in child care service in Outlook (\$5,000).

With the expiry of several appointments to the Minister's Child Care Advisory Board, six new members were appointed. The eight member board was broadened and now holds representation for both the licensed and unlicensed child care sectors, centre, home and group family child care, post-secondary early childhood programs, and health professionals who serve children with special needs.

Outcomes of Objectives for 1999-2000

The Division's plans for 1999-2000 were focused on the following priorities:

Early Childhood Strategy and the Special Need Review

Throughout 1999-2000, the Division continued its involvement in strategic planning related to early childhood. In conjunction with the early childhood strategy work, a review of

Child Care's Special Needs program had been initiated in 1998-1999. Widespread consultations took place with stakeholders including both clients and professionals. A major focus for 1999-2000 was to complete this program review, and develop a redesigned special needs program. Although new program policy was not yet finalized by year-end, broader community solutions to meeting the special needs of children and families began to develop and take shape. Thus, the program took its first steps in a new direction — from an individualized to a more systemic approach to addressing special needs.

Through the development of the 2000-2001 budget, the community solutions component of the redesigned Special Needs program was established with funding available next year to fund a number of community proposals.

Child Care Regulation Amendments

As intended, the Division actively pursued the need to update legislative program requirements in response to changes in practice that had been adopted over a number of years. Successfully tested service models and several new child care program standards needed to be incorporated into *The Child Care Regulations*. The approval required to operate the services and apply certain standards is currently being provided through individual Minister's Orders waiving the unsuitable standards and/or approving appropriate ones. The needed changes require a fairly comprehensive set of amendments to the regulations, requiring appropriate consultations as well.

Child Care Act Amendments

Consultation with the Department of Justice revealed that the standards for the piloted Group Family Child Care Home model could not be reflected in the Regulations until this model was established within child care legislation. Hence, much of the year was spent working on amendments to *The Child Care Act*. Consultations within government and across a variety of stakeholders in the child care community were held throughout the year with the proposed amendments tabled in the spring session of the legislature.

Concurrent with the work on the amendments to the *Act*, consultations on regulation amendments took place. Most policy issues were resolved and general consensus amongst the child care community was achieved by year-end with the technical drafting of the amendments proceeding in 2000-2001.

Early Childhood Information/Education

Consultative supports were more focused on quality early childhood care and learning in 1999-2000. The Division's communications strategy did focus on early childhood education in that all publications, pamphlets and resources focused on the importance of the early years, particularly zero to three.

The Division was not highly successful in linking education resources and initiatives with other agency campaigns. One promising communications tool involved a widely distributed parenting magazine that was developed for Saskatchewan parents and educators by an Edmonton-based publisher.

The Division contributed early childhood care and education articles to the publication and ensured distribution among the child care community. However, the publisher was unsuccessful obtaining the necessary finances and the endeavour failed after two or three issues.

Plans for 2000-2001

2000-2001 will be a particularly busy year given the rollover of a number of activities from the past year, and the addition of new activities.

Finalizing, proclaiming and implementing the amendments to *The Child Care Act* and Regulations is expected to occur during the year. Although the *Act* amendments primarily involve implementation, regulation amendments will pass through a number of stages prior to being finalized.

In conjunction with the amended *Child Care Regulations*, the Division will be initiating the development of a Licensee's Manual to provide more comprehensive policy and information for all licensed child care facilities.

A new Early Childhood Services grant is expected to take effect September 1, 2000. The new grant is an amalgamation of the previous centre operating and wage enhancement grants intending to reduce administration, establish a rational funding base for centres, and enhance parent boards' ability to affect the quality of early childhood care and education, an overall objective for the provincial child care program.

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Family and Youth Services Division

Programs and Services

A diverse range of services is provided to the public through the Family and Youth Services Division of the Department. It provides targeted support to at-risk families and youth to prevent further family breakdown; child welfare services to protect children from harm and provide children in the Department's care with appropriate residential and personal services; and community support programs and custody programs for young offenders.

The range of services described later in this section will be organized in the continuum of service care they provide, starting from the supportive and developmental, through to intervention and custody.

Philosophically, all the programs are attempting to promote or preserve a healthy, functioning family unit, often in the face of multiple social issues including poverty, alcohol and drug abuse, and violence.

The Division offers the following services:

Family Services

Targeted Family-based Support Services

- Prevention and Support Grants
- Teen and Young Parent Programs

Child Welfare

- Child Protection Services
- Services to Children in Care
- Adoption

Youth Services

- Support Program for 16 and 17 Year Olds
- Young Offenders
 - Alternative Measures
 - Community Young Offender Service Options
 - Intensive Case Management/Family Preservation
 - Judicial Interim Release
 - Custody

This Division is actively involved in the issue of children and youth sexually exploited through prostitution, and these activities will be reported in this section.

Because of the diversity within this Division, Key Trends and Plans for 2000-2001 will be discussed in each program area, rather than in one section.

Objectives of Division

The objective of the Family and Youth Services Division is to promote and support the well-being of at-risk Saskatchewan children, youth and families by:

- providing or facilitating developmental and support services which include, but are not limited to, supports to teen and young parents, and parenting education programs;
- providing for counselling and related assistance to victims of sexual assault and family violence;
- providing assistance and support to

children and youth in need of protection;

- providing family support, child placement, or young offender services;
- working with youth in conflict with the law in ways that hold them accountable for their unlawful behaviour, reduce the likelihood they will re-offend, and protect the public.

Budget and Staffing

The total expenditure for Family and Youth Services in 1999-2000 was \$105,757,023. Of this amount, \$36,454,818 went to pay for services the Division provided directly to clients (e.g. foster care.) A further \$17,707,113 was directed to purchase services on behalf of clients through community-based organizations throughout the province. The balance of \$51,595,092 supported the Divisions' staffing requirements, which consist of 1,047.4 full-time equivalents in regional, central and facility work locations. Forty-five are central office staff who are responsible for: the development of programs, policies and legislation; technical support; regional services delivery support, and accountability.

Family and Youth Services	1999-2000 Expenditures	Delivery
Facilities for Children and Youth	\$26,187,500	Regional/Central
Family and Youth Community Services	36,454,818	Regional
Family and Youth CBO Services	17,707,113	Regional
Regional Service Centres	22,509,616	Regional
Administration	2,897,976	Central
Total	105,757,023	

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Service delivery is augmented by community-based organizations, First Nations Child and Family Services agencies, and prevention and support grants to community groups.

Families receiving services have a range of needs requiring a continuum of services. The Department makes many referrals to community agencies and to other government departments on behalf of our clients. There is a continuing need for the Department to work in partnership with other agencies and departments to address the varying needs of our families and clients. For example, Fetal Alcohol Syndrome is a combination of mental and physical disabilities that are a result of maternal alcohol consumption during pregnancy which results in a life-long condition. Accordingly, the Department works in partnership with other departments and agencies to address the needs of these individuals and their families.

The Department provides grants and purchases services from approximately 117 community-based organizations that complement and supplement Department services. Services range from crisis and after-hour services, to family and youth group homes, teen parent services, family support services, counselling, prevention and residential services. These activities had total expenditures of \$17,707,113.

Services to First Nations and the Métis Nation

Since 1993, Social Services has been working closely with First Nations as they develop child and family services agencies on reserve. By the end of 1999-2000, there were 17

agencies operating in the province providing a full range of child and family services to 64 Bands throughout the province. The agencies have full authority to provide all the services outlined in *The Child and Family Services Act* for their Band members living on reserve.

The agencies provide family support services, planning and placement services for children in care, as well as child protection services for reserve communities. The agencies are closely consulted in case planning for Band members living off-reserve, as well as in the process of reconnecting children in care with First Nations communities and families. The Family and Youth Services Division is consulting with First Nations in the design and direction of young offender programs.

Of equal importance is the design and direction of services to First Nations' persons living off-reserve and to Métis people. There have been several projects developed with First Nations and Métis, primarily in community development and preventive services to families and to youth.

Key Trends, Services to First Nations and the Métis Nation

The over-representation of First Nations and Métis people in the Department's programs continues. Fifty-seven per cent of the children in care are First Nation and another 10 per cent are Métis. Seventy-three per cent of the children in custody young offender programs are First Nations or Métis. First Nations and Métis children come into care more

often than their non-Aboriginal counterparts and they stay in care longer.

Plans for 2000-2001

In co-operation with the First Nations Child and Family Service agencies, developmental work will continue for on-reserve programs and services. The Department will assist in the establishment of social development structures in urban centres and northern communities. The focus of the social development structures will be on:

- preventive family and youth services,
- partnering with First Nations for long-term design and direction of young offender programs,
- strengthening employment equity hiring and retention in the Department.

There will be two northern Métis communities that will establish community review panels to provide input and guidance for the application of departmental programs.

Discussions regarding self-government in the area of child and family services will begin in the context of the Federation of Saskatchewan Indian Nations/Canada/Saskatchewan Governance Table. These discussions will include the scope and application of First Nation jurisdiction and authority in child and family services.

Targeted Family Support

Prevention and Support Grants

Prevention and Support Grants are one component of Saskatchewan's Action Plan for Children. The grants go to community-based services which support vulnerable children, youth and families.

In 1999-2000, 75 projects received funding for social, recreational, cultural, educational or wellness activities. As one of the four departments pooling funds for the program, Social Services contributed funding for 49 of these projects (49 per cent were newly funded initiatives, 51 per cent were funded in the previous year) where the focus was family violence prevention or other prevention services. Social Services contribution was \$750,000 out of a \$1.4 million budget.

Examples of funded activities include:

- Parenting education and support programs in Regina, Meadow Lake, Prince Albert, Yorkton, Swift Current, and Whitewood as well as Family Resource Centres located in Moose Jaw, Weyburn, Kamsack, and Sturgis. They provide a range of services that support families in raising children and promote positive child development.
- Family violence prevention and outreach services in the Battlefords, Regina, La Loche.
- Youth-focused services and programs in La Ronge, Regina, Neudorf, Kerrobert, Stanley Mission, Ile a la Crosse, Buffalo Narrows and Big River promote

positive lifestyles, pro-social behaviour and continuing in school.

- Supports in Regina and Yorkton focused on supporting young children and their families in dealing with challenging behaviours and promoting child development.

Parenting Education

Parents and families play the primary role in children's lives, and a nurturing, supportive family is the best foundation for good child development. Activities which facilitated increased access to parenting education included Parenting Education Saskatchewan and the Nobody's Perfect Parenting Education Program.

Parenting Education Saskatchewan, administered through Family Service Saskatchewan, provided information, support and consultation about parenting education to community members and groups. The project was jointly funded through the Departments of Health (\$16,000) and Social Services (\$18,000). Activities included maintaining the Parenting Education Directory on a web site, distribution three times a year of Parenting Education News to approximately 850 community members and agencies, and organizing a provincial conference.

The Department also provided \$50,000 to support the Nobody's Perfect Parenting Education Program for parents of children aged zero to five years which offers training and support to low-income families who are young, single, and socially or geographically isolated. The program is co-ordinated on a provincial basis through the Saskatchewan Institute on Prevention of Handicaps.

A focus group of parents participating in the program identified that the information gained about the normal growth and development of children helped parents to understand their children's behaviour and to feel more positive about their children. Improved communication with their children, especially feeling more patient and yelling less, was described as a benefit of attending Nobody's Perfect. Information about safety and nutrition was specifically identified as important knowledge gained and used.

Teen and Young Parent Program

The Teen and Young Parent Program offers early childhood intervention to at-risk families with children up to five years of age. Services are provided by 18 Department staff and 13 community-based organizations in the regions. Participation in the program is voluntary. Activities involved in the program include:

- pregnancy counselling,
- assessing parenting capacity and providing support to parents with young children,
- life-skills management including counselling support to develop problem-solving skills, self-esteem and peer/family support,
- education and vocational counselling,
- emphasis on healthy child development and accessing resources to ensure optimal child development, and
- adoption planning, placement services and post-placement support.

The Department provides services to about 400 teen and young parent cases at any given time. Additional numbers of teen and young parents receive services on a one-to-one and group basis through community-based organizations.

Child Welfare

Child Protection Services

Child protection services promote the safety and well-being of children. Under the authority of *The Child and Family Services Act*, child protection workers investigate reports of child abuse and neglect. Following an investigation, the caseworker assesses whether the child is in need of protection. If there appears to be no serious or immediate risk to the safety of the child but the family does require support services such as counselling, the appropriate arrangements are made.

The approach is to preserve families while ensuring child safety. If children cannot safely remain with their families, parents may sign a voluntary agreement to place children in the Department's care. Where a voluntary agreement is not an option, children can be removed from their parent's care. These situations are taken to Family Court where a judge hears the information and makes a ruling.

In Regina, Saskatoon and Prince Albert, emergency services are provided after regular business hours by mobile crisis response agencies in the community. In most other areas, this service is provided by Departmental staff and the RCMP.

Investigations of child physical and sexual abuse are co-ordinated with local police. The Provincial Child Abuse Protocol describes the roles and responsibilities of the professionals who are involved in these investigations.

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Services to support families to prevent out-of-home placements are provided where it is safe for the child to remain at home or when such services would facilitate the child's return home. The primary service is in-home support provided through

community-based agencies. Other services that families can receive include counselling, support from elders, participation in parenting classes and services that promote child development. In 1999-2000, the amount spent to provide such services was \$1,487,510.

In 1999-2000, Preparation for Practice training was delivered to 280 staff. This is a comprehensive training package designed to provide new staff in child welfare with basic knowledge and skills. In addition, 140 staff attended Child Welfare Orientation, 156 staff attended Legal Issues training, and 60 child welfare supervisors attended Supervisors' Training.

Children in Care

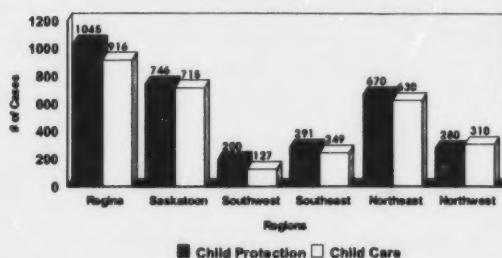
Children come into the care of the Minister under the authority of *The Child and Family Services Act* either through a voluntary agreement between the Department and the parents, or by an order of the Court. Support services are then provided to the child's family so the child can eventually return home.

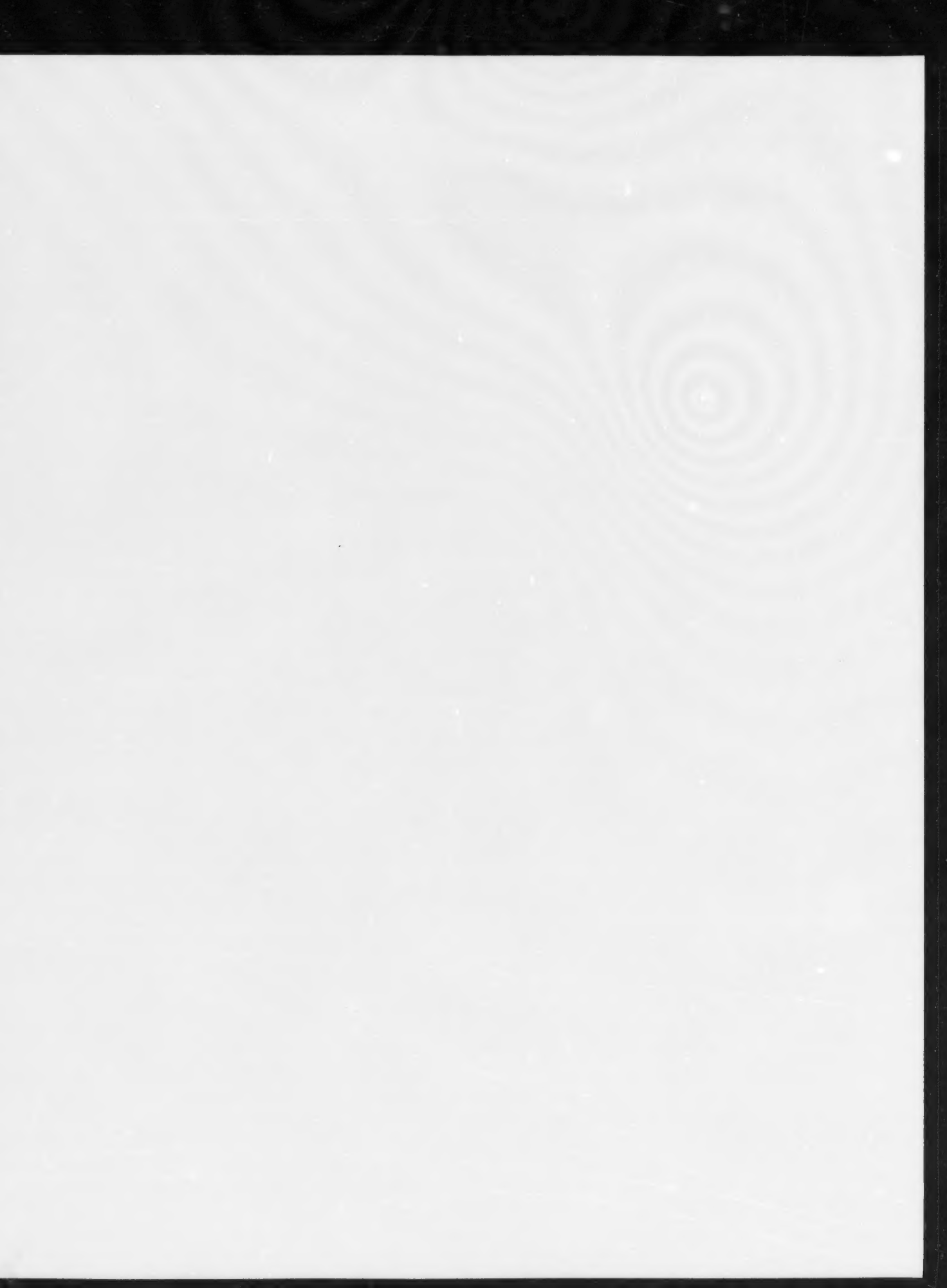
Children in Care - March 31, 2000

Apprehended: matter before the court	789
Section 9: voluntary agreement with parents for care	881
Temporary Wards: committed to care for six months or less - Section 37(1)	184
Permanent Wards: committed to care until age of majority	442
Long-term Care Orders: same as Permanent Ward but not available for adoption	587
Section 56: agreement for service for previous ward 18 to 21 years of age, to continue education plans	64
Total	2,947

Until it is safe for the child to return home, Social Services provides a foster home or other residential placement that will best meet the needs of the child. Wherever possible, placements with extended family or within the child's cultural community are sought first in order to maintain family and cultural connections. Some children may be

Child Protection and Child Care Cases
by Region March, 2000





The Department provides services to about 400 teen and young parent cases at any given time. Additional numbers of teen and young parents receive services on a one-to-one and group basis through community-based organizations.

Child Welfare

Child Protection Services

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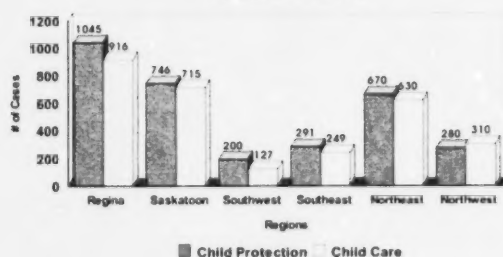
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Children in Care - March 31, 2000

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Child Protection and Child Care Cases
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placed in a group home or residential treatment setting, depending on their needs.

Placement with extended family (referred to as kinship care) is the preferred alternative for children who must be admitted to care. These placements have been growing steadily over the past few years. During 1998-1999 there were, on average, 398 children placed with their extended family; this increased to an average of 491 in 1999-2000.

As of March 31, 2000, there were 2,947 children in the care of the Minister — 973 of these children were in short-term care, 881 children were in care through a voluntary agreement with their parents and 1,093 children were long term or permanent wards. During the year 6,728 children were in the care of the Department.

The majority of children remain in care for brief periods of time before returning to their immediate or extended family or cultural community. Over 80 per cent of children leave care within one year of entering, most within six months.

Unfortunately some children are unable to return to their families. In these circumstances the child may be permanently committed to the Minister through voluntary committal or court order (permanent committal). If by reason of age of the child or other circumstances, it is unlikely that an adoption plan would be made if the child were permanently committed to the Minister, the court may make an order that the child be placed in the custody of the Minister until the child attains the age of 18 years (long-term

wardship). Youth who are in the Minister's care with either permanent or long-term wardship status at 18 years of age may enter into an agreement where the Minister continues to extend support in order for the young persons to continue their education up to age 21. Wards in permanent or long-term care or who are receiving extended support represent about 35 per cent of the total number of children in care.

Only a small number of children become permanent or long-term wards during a year. An equally small number of these wards leave care. Adoption or reunification with family is not possible for most of these children. Therefore, many remain in care until they reach the age of majority and can be helped into independent living arrangements.

Foster Care

The majority of children in the care of the department live in foster homes. Foster care is provided by families in the community. Foster families must successfully complete a thorough home review. Once approved, foster families must complete 40 hours of training related to the special needs of children in care and their families. Foster families come from all walks of life, and a variety of cultural, educational and economic backgrounds.

As of March 31, 2000, there were approximately 848 foster families in the province. There are four types of foster homes:

- Emergency Foster Homes are families who are prepared to accept children on short notice until another foster family

placement can be found that more closely matches the child's needs.

- Short-term Foster Homes are families who are prepared to accept children who will be in care briefly until the child can be returned to their family or extended family.
- Long-term Foster Homes are families who open their homes to a child who is not likely to reunite with their immediate or extended family or who require extended care. For some children this may require care until they are ready for independent living.
- Therapeutic Foster Homes are families who provide intensive guidance, assistance and intervention for children with high behavioural, social, developmental and emotional needs.

Over the last year there has been a continued emphasis on support to children in foster home care. Developments included:

- revisions to the baby sitting policy, increasing compensation to foster parents for child care needs;
- revisions to the damage compensation policy that clarified the circumstances and amount foster parents may be compensated by the Department for damage to their property or possessions;
- a new policy that compensates foster parents for the cost of private counselling if required after a critical incident; and
- a SCN Foster Parent Training session on maintaining family connections for children in care, broadcast to approximately 300 foster parents and staff.

This has resulted in an increased cost per case of 16 per cent to \$27.03 per day. It is anticipated that with the continued emphasis in these areas that the cost per case will continue to increase over the next year.

While there was a slight increase in the number of foster homes from 842 to 848, there continues to be a shortage of homes in some areas of the province and for some children with special needs. It is important that foster homes selected for children are matched to meet the unique needs of the child. The foster home should also be in close proximity to the child's family and have a similar cultural background. A majority of the children in care are Aboriginal. There is a shortage of First Nations and Métis homes.

Key Trends

The number of children who are placed with extended family as an alternative to foster care have increased steadily, consistent with the Department's approach to provide family centered services.

Plans for 2000-2001

- Introduce family reunification programming. Family reunification is an intensive in-home service which allows for an early discharge of children from Departmental care. Flexible and intensive service approaches ensure child safety while supporting family adjustments.
- Develop kinship care programming to increase extended family placements as an alternative to foster care.

- Improve transitional planning for children in long term and permanent care through legislation amendment, policy and practice changes.
- Continue to recruit additional foster homes and other residential placement resources in the Métis and First Nations communities.

Adoption

Adoption is one of the cornerstones in the child welfare system's response to permanency planning for those children left in the Department's care. Adoption establishes a legal family relationship between adoptive parents and the child.

Adoption services are provided under the authority of *The Adoption Act*. The primary goal of the adoption program is to maintain a sufficient pool of approved adoptive families for children who are voluntarily committed or become permanent wards of the Minister of Social Services for the purpose of adoption placement, including:

- facilitating the adoptions of children with special needs through expedited placement and assisted adoption;
- regulating international adoptions in accordance with The Hague Convention; and
- monitor adoption applications under *The Adoption Act* to ensure that the best interests of children and the rights of all parties to adoption are taken into account.

During 1999-2000 a number of activities enhanced adoption services including:

- Amendments proclaimed to *The Adoption Act* in January 2000 which require residents of Saskatchewan to apply to Social Services for approval of an international child adoption. A written report supporting the adoption plan is required.
- Further amendments to *The Adoption Act* expand the definition of birth father, includes the majority of them in the adoption process, and ensures that birth fathers' rights are protected and that the child has access to the family background. In addition, the amendments support the rights of birth parents to counselling prior to signing consents for adoption, and deny an access order following an adoption order.

During 1999-2000, the post-adoption program arranged 175 reunions between adopted adults and their birth families, in addition to filling many requests for non-identifying information.

The post adoption records system will be converted to an electronic imaging system starting in 2000-2001. There are currently over 33,000 legal paper files that are kept in storage with some files dating back to 1922. Existing paper documents will be converted to computer image files. This will preserve the documentation and maintain the existing high level of security. The existing paper files will not be destroyed.

The Assisted Adoption Program provides financial and other supports if required to families who adopt children that have been designated for this service. The program is intended to support families who adopt children who are experiencing or are likely to experience serious emotional, behavioural, medical or cognitive difficulties. The Assisted Adoption Program has been helpful in placing children to a permanent family.

Key Trends

The majority of birth parents participate in the adoption process (e.g., selection of adoptive home, negotiating terms of future communications, increased acceptance of openness in adoption by birth parents and adoptive parents). Of the approved adoptive homes, approximately 90 per cent are accepting of complete openness and communication with the parents of the infants and children they wish to adopt.

During the past several years, the area of adoption has expanded to include intercountry and independent adoptions. This trend has occurred at the same time that the number of applicants for domestic adoption have decreased. More recently, the interest in intercountry adoption has notably increased. Intercountry adoption is one of a series of possible solutions for children unable to live with their biological families. The Hague Convention for Intercountry Adoption, which Saskatchewan signed in 1997, continues to encourage substantial efforts to implement standards and practices for intercountry adoption. Amendments to Saskatchewan

legislation in January 2000 will make it mandatory for all prospective adoptive parents pursuing intercountry adoption to make application to Social Services. There are close to 20 different countries of interest among clients pursuing intercountry adoption with the two most popular being Romania and China, followed by the Philippines and the United States. The countries which are currently processing the most adoptions appear to be those which are most accessible. Countries with only a few adoptions may mean that few people have felt that the chances of a successful outcome outweigh the risks. Nationally, there are approximately three intercountry adoptions for every two adoptions from within Canada.

Youth Services

Support Program for 16 and 17 Year Old Youth

This program assists youth to live away from home when circumstances in the family do not permit them to remain at home. The need to live away from home is usually due to parents being unable or unwilling to provide the support and supervision teenagers need. While service agreements are established between the youth and Social Services, under the authority of *The Child and Family Services Act*, parents are consulted whenever possible and included in the plans for their children. The goals of the program are to:

- Provide support to youth and parents in resolving problems so youth can remain at or return to home through mediation services.

- Support youth to live away from home based on their compliance with a negotiated plan that includes supervision, support, school attendance and employment so they can successfully move to independence.

This program is available to all youth who have serious difficulties in remaining at or returning home and living under the care and supervision of their parents. This includes youth who wish to leave a life on the street, avoid offending behaviour, and address neglect or abuse issues involving their parents or guardians.

Only youth who are not able to live at home because of family breakdown, rejection or abuse may receive financial support. Where safety is not an issue, family mediation and other program supports help youth and families to reconcile.

Case plans, developed by the youth with the help of staff, are designed to hold youth accountable and have them return home or achieve independence through participation in educational or vocational training or employment.

The support services to the 16 and 17 Year Old Program was implemented in 1995-1996. Although it is relatively new, policy and program development is complete. Program standards have been developed to ensure consistent casework practice across the province and are even more specific than the policy and procedural guidelines.

In October 1999, a provincial conference was held to further enhance the consistent application of the program standards.

Key Trends

Mediation services continue to be a key component of the program. In this past year, external mediation services were provided in 67 cases. This is less than the previous year as Regional staff have availed themselves of training opportunities and are providing direct mediation services in more and more cases. The number of 16 and 17 year old youth receiving Social Assistance has declined significantly and now averages less than two cases per month. New inquiries were down to 163 per month from the average of 175 per month in the previous year. A total number of 316 youth were supported in this program in 1999-2000 compared with 337 in the previous year. Expenditures in 1999-2000 were \$2,162,087, well within the approved budget for this program of \$2,750,000. The stable numbers in this program have enabled staff to continue to provide very supportive and effective interventions with youth and their families.

Plans for 2000-2001

Continued work will be done to ensure consistent casework practice and the development of an automated data gathering system. This will be important in the development of further services to youth, particularly youth attempting to leave the street. The final report from the Special Committee to Prevent the Abuse and Exploitation of Children Through the Sex Trade is expected in late 2000 or early 2001,

and may have recommendations which may impact this program. Linkages with Income Security's new Youth Transitions to Independence initiative will be developed as the financial independence of youth is a key element in their positive self-identity and in maintaining a healthy lifestyle free from exploitation and abuse. The ongoing training needs of staff in the program will be evaluated and integrated with the overall training objectives within Family and Youth Services Division.

The Sexual Exploitation of Children and Youth Through Prostitution

In 1999-2000, Social Services, as part of an interdepartmental approach to this issue and following the five-point strategy developed in 1997, played a key role in meeting the following strategic objectives:

- develop and deploy a public information campaign communicating that the exploitation of children and youth in prostitution is child abuse;
- continue to support the development and provision of outreach services through existing community agencies to connect with and serve children and youth sexually exploited through prostitution;
- consult with Saskatchewan Justice on tracking and monitoring systems to detect and prosecute perpetrators and to facilitate services to victims within Saskatchewan and throughout Canada;
- continue to work with other stakeholders in the development of stricter law enforcement policies

aimed at pimps, persons who have sex with children and others who exploit children and youth for sexual purposes;

- continue to review existing provincial and federal legislation to ensure they do not create unreasonable barriers to the prosecution of pimps and persons who have sex with children.

Implementing the five point strategy is an ongoing process and each of the items below has been done within this context.

In January 2000, amendments to *The Child and Family Services Act* were proclaimed into law. The amendments clarified the protection concerns for children and youth sexually exploited through prostitution and increased penalties for offenders.

New policies regarding policing were developed and work continues to implement these policies in co-operation with Saskatchewan Justice.

In May 1999 the Department supported the Western Canadian Symposium on the Sexual Exploitation of Children through Prostitution held in Saskatoon. Over \$17,000 was provided to enable children, youth and outreach workers from across the province to attend this symposium.

Funding of \$750,000 was provided in Regina, Saskatoon, and Prince Albert for a variety of outreach services aimed at children and youth sexually exploited through prostitution.

In November 1999, the Government introduced a motion to establish an All-Party Committee to examine this issue. The Special Committee to Prevent the Abuse and Exploitation of Children Through the Sex Trade began public hearings in early 2000. An interim report is expected in June 2000. Following more public hearings in the fall a final report is expected in late 2000 or early 2001.

Plans for 2000-2001

In early May the Department provided funding for a number of youth and outreach staff to attend the Actions to Answers Conference in Edmonton, Alberta. The Department helped sponsor the production of a video produced by the File Hills Tribal Council. This video to be released in September 2000 will focus on preventing children and youth from becoming involved in prostitution. Social Services will continue to provide support and direction to Local Policing Policy Committees to ensure the effective implementation of the Policing Policy with respect to the exploitation of children and youth in prostitution. Social Services will continue its work with Saskatchewan Justice on various legislative initiatives related to tracking and monitoring systems. Social Services looks forward to the results of the work done by the Special All-Party Committee to Prevent the Abuse and Exploitation of Children Through the Sex Trade.

Young Offender Services

Services are provided under a youth model for youth in conflict with the law. This model recognizes that youth are different than adults, as they have developmental challenges and different opportunities exist to intervene with youth to achieve successful outcomes.

The youth model places primary value on public protection and states this is best achieved through:

- holding offenders accountable,
- supporting the participation of their parents,
- developing culturally-sensitive case plans,
- providing treatment based on individualized risk need assessments, and
- building on skills and talents that will help youth to move to responsible adulthood.

Services provided in the youth justice system are consistent with the *Young Offenders Act* (Canada) and include alternative measures and probation for non-violent youth who have had little involvement in the justice system. Community-based intensive supervision programs and custody are intended for the minority of offending youth who are violent and/or have serious repeat offending behaviours.

A major initiative was the development of a youth services strategy to provide other options to address youth crime including reducing the incidence of court appearances. The strategy was prepared jointly with the

Departments of Education, Health, and Justice, and established a policy framework for all the sectors to work towards the following key directions:

- More youth misconduct will be dealt with outside of the justice system, by providing more support to schools to address behaviour problems, and provide earlier intervention to troubled youth.
- Contain the numbers of youth charged from coming to court and custody through improved screening, collaborative decision-making, and strengthening community based options for youth.
- Focus on better outcomes for youth, their families, victims of crime and communities. Examples of outcomes are more youth completing school, youth having safe places to live, youth having mental health, and alcohol and drug issues addressed, parents being supported in their roles, and victims having more opportunity to participate in youth justice processes. These outcomes will be achieved through more rehabilitative and reintegrative approaches.

This youth services model will be piloted over the next two to five years in Regina and Prince Albert, beginning in 2000-2001. Evaluation is an important component to help focus the strategy, to determine if the strategy achieves what it sets out to do, and to understand the process so it can be successfully repeated.

Coincident with the development of the youth services model, Social Services consulted with Saskatchewan Justice and Justice Canada on proposed federal legislation aimed at replacing the existing *Young Offenders Act*.

In October 1999, the Federal Minister of Justice re-introduced the proposed *Youth Criminal Justice Act* (Canada) in the House of Commons. The *Youth Criminal Justice Act* is a key element of the federal government's strategy to renew Canada's youth justice system. The policy direction of the new Act is consistent with the provincial youth services model to reduce the reliance on the youth justice system. In addition to the proposed legislative changes, there is new federal bridge funding available over the next five years for the development of youth justice programs and services that support the policy directions of the youth justice renewal initiative.

The Departments of Social Services, Justice, Health and Education are co-ordinating planning to implement the *Youth Criminal Justice Act* based on the assumption that it will be passed and proclaimed by the Federal Government.

Community-Based Young Offenders Services

A number of community services are provided to youth who offend. Alternative measures hold youth accountable without court intervention. Youth may receive services while they wait for court (Judicial Interim Release). Supervision and monitoring services are provided for youth on probation and for youth returning from

custody, while paying fines and completing restitution services in the community.

Alternative measures provides a way for youth involved in summary offences to deal with them outside the formal justice system. This is a preferable option for those youth who accept responsibility for their actions. The process involves a range of services which include formal cautioning, mediation and family group conferencing. The victim is able to participate in the process with apologies, restitution and healing as possible outcomes. The offender is connected in a tangible way to the offence and the victim, thereby having a significant impact on the future incidence of offending.

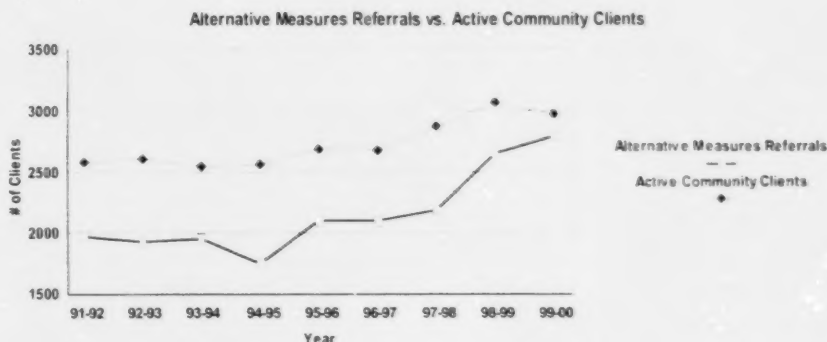
Alternative measures are delivered by community-based organizations (First Nations, Métis, and private agencies), service providers, community justice committees and Social Services' employees. At the end of the 1999-2000 fiscal year there were 15 Community-based Organizations directly funded by Social Services for the provision of alternative measures at a cost of \$890,890. Additionally, a number of agencies are contracted on a fee for service basis for the delivery of alternative measures.

The volume of referrals to the Alternative Measures Program this year throughout the province reached an all-time high of 2,800 cases, a five per cent increase over last years total of 2,650 referrals. Increased promotion, awareness, education and the development of new initiatives has led to an increasing number of cases. Between 85 and 90 per cent of these youth fulfil the conditions of the agreements developed to allow them to make amends to the victim and community for their offending behaviour.

The referral process throughout the province is being streamlined. Alternative Measures Co-ordinators were recruited in Prince Albert, North Battleford, Meadow Lake, Buffalo Narrows, Fort Qu'Appelle and Yorkton.

In March of 2000 the Department partnered with the Battlefords Tribal Council which assisted in developing and delivering service provider and justice stakeholder training.

To continue the successful development of alternative measures a number of challenges need to be addressed. They include:



- implementing the proposed *Youth Criminal Justice Act* if it is passed and proclaimed;
- continuing the development of Community Justice Committees to allow for greater citizen participation in the justice system;
- working with First Nations and Métis leadership in the development and delivery of alternative measures services;
- developing ongoing training of service providers, the police and Crown prosecutors in the delivery of alternative measures;
- developing joint screening mechanisms to ensure services are reaching the appropriate target population; and
- supporting access to follow-up services that assist the offender to address behavioural problems.

The majority of young persons charged and sentenced serve their dispositions while remaining in the community. In 1998-1999 (*Canadian Centre for Justice Statistics*), 48 per cent of youth cases were sentenced to probation, 35 per cent to open and secure custody, while the remainder of youth were ordered to pay fines, restitution to victims, or complete community service work.

Probation orders require youth to report to a youth worker and follow specified conditions. Youth workers monitor and assist these young people to complete their community dispositions which may include such conditions as restitution, community service or fines. There may be other conditions involving school attendance or treatment.

Youth faced with more chronic and serious offences can still be dealt with in the community by an increased level of supervision through programs such as Intensive Supervision, Intensive Case Management, Family Preservation, and Judicial Interim Release (JIR). These programs provide intensive services, and co-ordinate the efforts of schools, mental health and alcohol and drug workers, and other involved services. The programs aim to further develop youth strengths and skills, reintegrate them with family, school and community in an overall effort to stop offending behaviour. The goal of the Intensive Case Management Program is to stop re-offending behaviour by providing high-risk youth with rehabilitative supports that stabilize them in the community.

In 1999-2000, there were 2,407 youth served in the community, which was a drop of 216 cases over the previous year.

In 1999-2000, five First Nations cultural camps were funded by the Department and delivered by First Nations.

Key Trends

- During 1998-1999 (the most recent year reported by the *Canadian Centre for Justice Statistics*), the number of cases coming to the youth court declined by 11 per cent. This trend was reflected in the numbers of youth being supervised on community dispositions. The number of youth supervised on any one day decreased from approximately 3,000 to approximately 2,800 by the end of 1999-2000.

- At the same time, the number of cases referred to alternative measures have increased by five per cent, from approximately 2,650 to 2,800.
- Aboriginal youth are over-represented in the youth justice system. Approximately 60 per cent of youth sentenced have Aboriginal ancestry.
- The capacity and effectiveness of alternative measures services are continuing to develop. First Nations organizations are participating in the delivery of this program, and in a number of skills development (day programs) and cultural camps. Aboriginal service delivery more effectively helps young people to understand and take pride in their heritage, provides positive role modelling and addresses racial and trust issues.

Plans for 2000-2001

A number of activities significant to how youth justice services are provided are planned for the upcoming year.

- Pilots will get underway to demonstrate the interdepartmental youth services model intended to contain or reduce the number of youth charged, coming to court and sentenced to custody.
- Regina and Prince Albert regions will study the effectiveness of services, gaps and issues.
- A standardized risk, needs and strengths assessment package is being developed. This package will assist with decisions about:

- which youth may be diverted from the youth justice system,
- better information to the courts about youth being sentenced and released from custody, and
- matching youth with programs and services.
- Assessment instruments will be selected and further developed, field-tested and training and standards developed.
- When the *Youth Criminal Justice Act* (Canada), is proclaimed by the Federal Government, an increased number of cases through alternative measures is anticipated which will place demands on the existing system.
- Federal funding to support this policy direction is required to assist in further development.
- A provincial analysis on the breakdown of charges and volume will occur to determine the capacity of the existing system to deal with the level of new services required.

Young Offenders — Custody Options

The provisions of the *Young Offenders Act* (Canada), provide that youth may be sentenced to a period of open or secure custody, or detained in remand while awaiting a court hearing. Remand is provided as part of the secure custody program. The overall custody expenditure for the year was \$26 million.

Secure Custody

The Secure Custody Program provides a residential option to the Youth Court when it is determined

that a youth presents a significant risk to the safety of the community and should have his or her access to the community restricted or removed for a period of time.

Youth who receive a secure custody disposition have limited opportunity to take part in activities in the community. They must earn the privilege of going on outings and when they do go, they are closely supervised. Education, job training, counselling and guidance are provided within the facility.

Custody facilities work with residents to address their developmental needs as growing teenagers, and any special needs relating to the nature of their offending behaviour. In keeping with the requirements of the *Young Offenders Act* (Canada), all programming is conducted with the purpose of preparing each youth for their return to the community.

The Secure Custody Program is comprised of three major facilities (Paul Dojack Youth Centre in Regina, Kilburn Hall Youth Centre in Saskatoon, and the North Battleford Youth Centre) as well as four satellite contingency programs. They are designed to contain young persons within a supportive, developmental, closely supervised and controlled environment. Programs and activities for youth take place within the facility except in occasional circumstances where external programs, such as treatment, may be accessed in the community.

During 1999-2000, a new permanent unit (12 beds) was added to the North Battleford Youth Centre.

Open Custody

Open custody is used when the Youth Court Judge decides the youth presents little risk to the safety of the community. The Open Custody Program provides supervised, community-based residential spaces for youth ordered by the Youth Court to a period of open custody.

There are 10 open custody facilities in Saskatchewan. Additional spaces are provided through the Community Homes Program. The Community Homes Program is a network of private treatment homes which have been designated as places of open custody. Twenty-three are located in cities, six on farms and seven on reserve.

In the Open Custody Program, youth live in a supervised, residential environment. While in open custody, they participate in community-based treatment and recreation programs and complete required community-service obligations. They are also expected to attend community schools and are provided with help to find local employment.

Temporary contingency spaces in the open custody program re-opened in North Battleford in April 1998. They closed in November 1999 when 12 spaces were added to the Prince Albert Youth Residence (Sharber Unit). A new and expanded Yarrow Youth Farm, on a shared campus with the Saskatoon Children's Shelter, opened in April 1999, closing the original Youth Farm and providing four extra beds to the open custody complement.

Development of custody program standards continued throughout the year. At year's end, all of the custody policies manual had standards statements and evaluation indicators in draft form. These standards outline measures and performance in delivering the custody program.

Young Offender Facilities

- Paul Dojack Youth Centre, Regina
- Echo Valley Youth Centre (Contingency)
- North Battleford Youth Centre, North Battleford
- Kilburn Hall, Saskatoon
- Nisbet Youth Centre, Prince Albert (Contingency)
- Orcadia Youth Residence, Yorkton (Contingency)
- Prince Albert Correctional Centre, Unit #4, Prince Albert (Contingency)
- Yarrow Youth Farm, Saskatoon
- Drumming Hill Youth Centre Sweet Grass Reserve, North Battleford
- Kenosee Youth Camp, Carlyle
- Prince Albert Youth Residence, Prince Albert
- Salvation Army House of Concord, Regina (CBO)

Overall custody counts (open custody, secure custody, remand) averaged 351 per day, down approximately 11 per cent from the previous average of 389 in 1998-1999. Open custody counts declined dramatically and the demand for spaces in secure custody and remand, particularly in the northern facilities, declined significantly. However by the end of the fiscal year all counts were beginning to climb again.

Plans for 2000-2001

- opening of a 12-bed open custody girl's facility close to a major client base;
- relocation of the Drumming Hill Youth Centre from the Sweetgrass Reserve to the City of North Battleford.

Support Services

The following services are provided to assist the service divisions. These services include:

- Communications and Public Education
- Research and Evaluation
- Organizational Development and Support
- Community Development
- Corporate Policy Unit
- Technology and Property Management
- Budget and Finance

Communications and Public Education

Services

The Communications and Public Education Branch provides strategic communications planning; public education; media relations; speech, pamphlet and report writing and editing; desktop publishing; and marketing services to the Department.

Objectives

As a support service to the Department, this branch's mandate is to provide communications, marketing, and public education services and support to the Department, to assist it in achieving its strategic directions and program goals.

The branch has the following overall goals:

- provide information to the public, clients, stakeholders and the media;
- assist the Department in its efforts to be accountable to the public and others for its activities and decisions;
- provide quality, effective communications and public education services (such as writing, design and media relations);
- work with community partners in communicating to the public;
- provide effective marketing services so that potential clients (e.g. foster parents) are aware of programs which they may choose to participate in or be eligible for.

Organization

Communications and Public Education has five staff: the Director, a Senior Communications Consultant, Public Education Consultant, Communications Consultant, and a Desktop Designer Officer Manager. Its expenditure for the year was \$364,910.

Activities

Following are the goals set for the year, and a report on the progress made in achieving them:

- Developing a strategic plan for Communications and Public Education, including mission, mandate, goals and objectives.

This was completed in the fall of 1999, and focuses on the five goals cited above. With the development

of a Departmental strategic plan in 2000-2001, the branch strategic plan will be adapted over time to align with the Department's direction.

- Researching public and key stakeholder attitudes and understanding on Social Services issues, as a base for developing future public education programs.

A comprehensive public opinion survey was begun in March 2000 and completed in April, measuring public attitudes and awareness of several key issues, including income security, children's issues, young offenders and disability issues.

- Developing a major communications program in the fall to ensure that families who may qualify for the Saskatchewan Employment Supplement (SES) are aware that they are eligible for this program.

The target market — lower income working families — was researched through focus group testing and new promotional material developed in the summer and fall. A direct mail campaign began in March with the goal of increasing the number of families receiving SES from approximately 5,700, to 8,000.

- Assisting in the recruiting of more appropriate foster homes, as part of the Department's response to the Children's Advocate's report on the death of Karen Quill.

The branch produced a set of new material (English brochure, Dene brochure, Cree brochure, three posters) to help staff recruit more appropriate homes in foster care, and workshops were organized for

foster parent team trainers on 'Making Effective Presentations.'

- Developing a communications plan for the Office of Disability Issues.

This was deferred to the fall of 2000, when the office will have prepared an action plan on disability issues for the province.

- Building public awareness and understanding of Departmental programs and services, particularly in the area of youth justice and child welfare.

This was deferred until the public opinion survey was completed, so that a proper base of knowledge of public attitudes and awareness on these issues could be determined.

As with all Divisions, other issues arose during the year that required attention from Communications and Public Education, particularly media issues and providing support services to the Department.

In terms of media coverage, the Tyrell Dueck case continued to receive local, national and international media attention until the summer of 1999. The case focused on the rights of the Department and the rights of the parent to approve medical treatment for a child. The Lemke case also attracted a good deal of national and U.S. media attention. A Saskatchewan family was in conflict with California authorities over access to their children. The third major media issue of the year was the Children's Advocates' review of foster care *Listen to their Voices*.

Staff in Communications wrote and designed a variety of internal and external publications, and provided speechwriting support to the Minister's office. New publications included *Building on Community Success*, *International Year of Older Persons* final report, revised newsletter to stakeholders, and a new recruitment package for regional staff.

As part of the Branch strategic plan, all written material is to be produced in plain language, or language appropriate to the target audience.

Plans for 2000-2001

In the coming year, major activities of the branch will be:

- completing SES campaign to have 8,000 clients by October;
- based on survey results, develop public education plans on key department issues, particularly income security, young offender alternative measures (from 1999-2000) and child welfare (1999-2000);
- develop a communications strategy for the Office of Disability Issues, concurrent with the launch of the disability action plan in the fall of 2000 (from 1999-2000);
- develop formal media strategy;
- provide media training to management staff in all regions and facilities, and with community partners;
- develop communications plan and activities targeted to public and key stakeholders on Phase II Income Security redesign, aboriginal issues and children's issues.

Research and Evaluation

The Research and Evaluation Branch assists in designing, implementing and assessing the effectiveness of the Department's programs and policies. The Branch helps people understand what service needs exist, the characteristics and needs of clients in programs, and what the outcomes of a program are. The Branch also provides basic research services to the Department including demographic projections, analysis of employment and unemployment trends, and analysis of special surveys.

Objectives

The major objectives of Research and Evaluation are to:

- support the Department policy directions through research of the social and economic environments of the province;
- provide executive management with a base of reliable and current information with which to plan new programs or modify existing programs;
- provide an evaluation agenda for the Department;
- provide technical support for evaluating specific projects;
- advance the discussion and understanding of social issues through valid and reliable research and disseminate information to staff.

Organization

The Branch is composed of five full-time and two part-time staff members. Research and Evaluation operated on an expenditure of \$425,000.

The Department's library is also located within the Branch. It provides staff with the opportunity to read the latest journals, conduct bibliographic searches, use the Internet to search for information, or to obtain information through inter-library loans.

Activities

In the previous Annual Report it was anticipated that work in 1999-2000 would involve evaluating the Building Independence programs, and in developing accountability measures for the Department. Joint evaluation projects with Health (studying Family Health Benefits) and Post Secondary Education and Skills Training (evaluating the Provincial Training Allowance) got underway, with reporting of results anticipated in the 2000-2001 fiscal year. Data were also collected to undertake an evaluation of the Saskatchewan Employment Supplement.

The Branch worked on a set of outcome measures for the Saskatchewan Assistance Plan, and for child protection services. Draft measures were developed with both program areas. The process of developing outcome measures also requires consultation and agreement from all levels of the program. Discussions with program staff on appropriate outcome measures will continue in 2000-2001.

Other activities in which the Branch was engaged included:

- Initiating a research project to understand the extent, severity and prevalence of non-financial barriers among people who have remained on social assistance;

- Analysis and reporting on training needs among day care workers;
- An assessment of the risks and needs of youth in custody facilities;
- A report on Saskatchewan children, based on the National Longitudinal Survey of Children and Youth.

Key Trends

As in the past year, government emphasis on greater program accountability requires evaluations of program effectiveness. This trend creates additional demands for program data and analysis. As programs move toward a more evidence-based management approach, the need for reliable program data is increasing.

Plans for 2000-2001

During the next fiscal year major activities of the Branch will include:

- completing the study of the non-financial barriers faced by people on assistance;
- reporting on the effect of Family Health Benefits for low income families;
- completing the evaluation of the Provincial Training Allowance (with Post Secondary Education and Skills Training);
- developing program monitoring and outcome measures for child welfare;
- working with Justice and other departments to assess the impact of the proposed *Youth Criminal Justice Act*, and developing pilot programs and evaluation designs for a Youth Services model.

Organizational Development

Services

The Division provides organizational development and human resource management services within Social Services. These services include consultation on:

- organizational structures
- human resource management
- labour relations
- human resource issues associated with program development
- organizational development

Objectives

Our mission is to be a leader in the development of human resource management strategies which assist the Department in achieving strategic goals, supporting program objectives, maximizing employee potential, and positioning Social Services as an employer of choice.

The objectives to accomplish this include:

- providing strategic human resource management consulting services to assist in the development of accurate human resource plans;
- the development of partnerships to utilize the expertise of staff and management as well as other key partners; and
- the planning of corporate staff development initiatives.

Organization

Staff in the Division act as internal consultants providing services on all facets of human resource management and organizational development. The 1999-2000 operating expenditures for the Division was \$768,643. Salary expenditures for the 11 staff members totalled \$549,236 with the additional \$219,407 applied to operating expenses.

Divisional staff put considerable effort into the development of partnerships, both within and outside of the Department. Within the Department, the organizational development consultants are assigned various program divisions, regions and facilities. The consultants meet with the management teams on a regular basis in order to discuss and address issues related to organizational development, design, human resource management and labour relations.

1999-2000 Activities

The implementation of the new Public Services Government Employees (PS GE) Collective Bargaining Agreement in February of 1999 led Divisional staff to spending a considerable amount of time working on operational issues that arose from this agreement. One example of this is the conversion of staff into the Permanent Part-time and Term categories.

Time was also spent developing policies and guidelines to address several long-standing Departmental issues. For example, during 1999-2000 the Division developed:

- a new staffing policy, in conjunction with the Public Service Commission;
- guidelines around duty to accommodate for managers to refer to;
- a vacation call-back policy;
- supporting the harassment investigation — a process whereby a work unit involved in a harassment complaint works together to determine behaviour throughout the investigations, and how to deal with the results of the investigation once completed;
- guidelines for the development of organizational charts;
- scope of supervisory responsibilities; and
- guidelines for organizing workplace wellness initiatives.

Supervisory Learning/Development

In several forums supervisors in the Department have identified certain supports that they require to allow them to do their job in a more efficient manner. During 1999-2000 significant efforts were put forward to provide these supports including:

- providing seminars on Coaching for Optimal Performance, Performance Improvement Programs and Corrective Discipline. The division also developed seminars on the Staffing Processes and Conducting Probationary Reviews which were offered to several areas of the department. In total more than 15 seminars have been offered around the province;

- sessions on the new PS/GE Collective Bargaining Agreement were held around the province to increase the contract knowledge of supervisors;
- team-building sessions have been held in several areas to allow managers, supervisors and staff to enhance the skills and expertise within their work units.

All of these activities have provided supervisors with opportunities to meet and discuss issues that they are facing, look at best practices and learn from each other.

Employment Equity Council

The Division has continued to provide support throughout the year to the Department-wide Employment Equity Council. The council established in 1998-1999 is mandated to provide advice and direction to the overall Employment Equity plan for the Department. A conference of all the co-chairs of all of the Employment Equity Committees throughout the province was held in October 1999 in order to have an opportunity for presentations that provided additional information on various issues in employment equity and to aid in long-term planning. It is expected that this will now become an annual event and that employment equity will continue to grow as a key recruitment and retention strategy within the Department.

Strategic Human Resource Management Committee

In recognition of the importance of the human resource issues within the Department, the functions of the Strategic Human Resource Management Committee were transferred to an ongoing part of Executive Committee. This allowed for all senior managers within the department to be actively involved in human resource management.

Training for Divisional Staff

Staff in the Division participated in a variety of training activities during 1999-2000 that enhanced their skills in order to provide a higher level of service to clients. Some examples of these training initiatives are

- Raising Issues Constructively,
- Leading By Example, and
- Joint Problem Solving.

Plans for 2000-2001

The Organizational Development Division will continue to work with our key partners in the human resource area (staff, managers, CUPE local 600 and the Saskatchewan Government and General Employees Union, SGGEU) to foster a positive climate that will provide the highest level of client service possible. While work will continue with groups like the Department Employment Equity Council and the Department Occupational Health and Safety Council, the Division has identified several key goals and strategies for the 2000-2001 fiscal year.

Goal

Provide a strategic approach to dealing with Departmental classification, Labour relations and collective bargaining issues to ensure the needs of departmental clients are being met.

Strategies to Achieve Goal

- gather information from managers for desired changes to the Collective Bargaining Agreements that will develop better agreements and contribute to meeting the needs of staff and managers.
- participate with the Public Service Commission in the bargaining of the CUPE and SGGEU collective bargaining agreements in order to ensure a Departmental perspective.
- work with the Public Service Commission to ensure that positions in the Department are adequately described and appropriately evaluated within the Equal Pay For Work of Equal Value classification plans developed jointly by the PSC and the SGGEU and CUPE.

Goal

To ensure that the Department continues to have access to new staff with the knowledge, skills and personal attributes necessary to provide quality client services.

Strategies to Achieve Goal

- enhance the human resource management skills of managers and supervisors by continuing to provide them with training on how to coach their employees, performance improvement, corrective discipline and performing probationary reviews.
- continue to develop core competency assessment tools, in conjunction with the Public Service Commission, to allow managers to better judge the knowledge, skills and personal attributes of individuals that are applying for positions.

Goal

Provide managers with human resource information, tools and expertise to develop methods to ensure the effective use of Departmental human resources.

Strategies to Achieve Goal

- working with programs, regions and facilities, conduct an assessment of current and future human resource information needs.
- evaluate the current sources of information and provide training on how to use these information sources.

Goal

Ensure that existing Departmental staff have access to the appropriate training in order to provide quality service to clients.

Strategies to Achieve Goal

- identify common training needs and opportunities between program areas, regions and facilities and look at arranging opportunities for the provision of some of these common needs
- continue to have ongoing discussion with the Faculty of Social Work regarding the skills that the Department requires new graduates to have.

NOTE: For each goal identified, performance measures have been developed with which to measure the outcomes of the goal. Revision of the Division's goals and strategies may be required as Social Services continues to develop a departmental strategic plan.

Community Development Unit

Services

Community development is about people taking charge of their own futures. It emphasizes building community capacity by citizens themselves identifying needs and becoming involved to determine appropriate solutions. Community Development places particular emphasis on prevention, children and families, integration and culturally-appropriate services.

Objectives

The objectives of the Unit are to provide training, leadership, planning and support in community development, within the Department and communities.

Organization

This Unit operates from Saskatoon with three staff. The budget expenditure in 1999-2000 was \$150,488.

Activities

Training

In co-operation with other provincial and federal government departments as well as community-based organizations, the Community Development Unit organized a CED Symposium entitled *Balanced Approaches to Community Economic Development*. This symposium, which was attended by 140 participants from rural and northern Saskatchewan was held in Prince Albert in March, 2000.

The Unit also delivered a number of workshops to community organizations. Examples of these workshops include Board Development, Leadership and Decision-Making, Strategic Planning and the Application of Community Development to Social Work.

Leadership and Planning

As a follow-up to the northern community and social development consultations, Social Services established the Northern Services Working Group. This group, which includes representatives from Social Services and the Saskatchewan Association of Northern Municipalities has agreed to establish Community Reference Panels in two pilot northern communities in fall 2000. These panels will provide communities with a formal process to advise Social Services on the programs and services which the Department delivers. The Community Development Unit has played a key role in this process.

In partnership with Saskatchewan Economic and Co-operative Development the Unit has taken a lead role in the implementation and review of a draft program framework for the Neighbourhood Development Organization (NDO) Program. In addition, the Unit has assisted the three NDOs in Regina, Saskatoon and Prince Albert to develop their own evaluation and accountability frameworks.

The Community Development Unit played a leadership role in bringing together Community Development staff within Social Services to review Income Security redesign ideas and to suggest community approaches

that could be taken. A paper entitled *The Utilization of Community-Based strategies in Income Security Programs* was also prepared as well as a discussion paper with respect to support of persons attempting to establish small, home-based businesses.

Support and Assistance to the Community Development Process

The Unit assisted the Young Offenders Program to plan a *Community Approaches to Youth Justice* seminar and to establish regional committees in Regina and Prince Albert.

The Unit also continued to assist with the establishment of the Community First Foundation of Saskatoon Development Fund Inc. This new organization, directed by a board composed of faith organizations, co-operatives and members of the union movement, will provide financing for a wide range of community economic development projects. Community First expects to be operational by late fall 2000.

In co-operation with Social Services Southeast Region, the Community Development Unit provided consultations and organizational development assistance to the Community of Hope pilot project in Fort Qu'Appelle.

In Saskatoon, the Unit facilitated a partnership between Quint Development Corporation, Post-Secondary Education and Skills Training, Economic and Co-operative Development, Western Economic Diversification and the Saskatoon

Credit Union to establish an Entrepreneurial Training Program and Micro-Loan Fund for persons living in Saskatoon's core neighbourhoods.

Comments on 1999-2000 Plans

As a result of a delay in the selection of Regina and Prince Albert as pilots for the introduction of the new Youth Justice Model, the delivery of the Community Approaches to Youth Justice seminar was delayed until fall 2000.

The CED Symposium Balanced Approaches to Community Economic Development took place in March, 2000. Symposium organizers were especially pleased by the high percentage of Aboriginal people who attended.

Plans for 2000-2001

- Assist in the successful establishment of Community Reference Panels in two northern communities.
- Assist the Neighbourhood Development Organizations and other CED organizations to implement a major community economic development learning event.
- Work with the Saskatchewan Inter-Municipal Housing Network to implement a provincial housing conference.
- Assist in the development of a new Neighbourhood Development Organization in North Battleford.

Corporate Policy Unit

Services

Corporate Policy provides analysis and advice to senior management of the Department on interdepartmental and intergovernmental issues.

The Unit has five core functions:

- representing the Department's interests in the development of national social policy projects and initiatives;
- negotiation, interpretation and claiming functions related to federal-provincial cost sharing agreements;
- working with the Department's service divisions as well as other government departments to ensure that policy analysis and new initiatives are developed from a government-wide perspective;
- co-ordination and management of issues and briefings including support to the Minister in his capacity as Minister Responsible for Seniors; and,
- co-ordinating the Department's legislation planning as well as analysis and response to proposed changes from other departments.

Cost sharing agreements administered by the Unit include the Employability Assistance for People with Disabilities Agreement and the Young Offenders Agreement. Also included are chargebacks to the federal government for services provided to First Nations clients.

Objectives

The Corporate Policy Unit strives to strengthen positive working relationships with other governments and with other agencies of the Government of Saskatchewan in order to ensure that the strategic goals of the Department are realized and the most effective use is made of government resources.

Organization

The unit has a staff of seven and expenditures of \$393,797.

1999-2000 Achievements

As part of its intergovernmental and interdepartmental responsibilities for 1999-2000, the Unit:

- worked with Income Security to integrate announced changes to the Canada Child Tax Benefit with Saskatchewan's National Child Benefit (NCB) initiatives;
- provided support to the Deputy Minister as national co-chair of the National Children's Agenda (NCA) including participating in the development of public discussion documents and a public dialogue process;
- participated in the development of a national progress report on *In Unison: A Canadian Approach to Disability Issues*;
- supported the interdepartmental committee implementing the Canada-Saskatchewan Agreement on Employability Assistance for People with Disabilities (EAPD) and co-ordinated Saskatchewan's involvement in the development of an evaluation framework for EAPD;

- supported research and policy analysis conducted by the Office of Disability Issues;
- prepared briefings and presentation materials for nine intergovernmental meetings of Ministers and Deputy Ministers;
- chaired an interdepartmental Task Group on Seniors to co-ordinate policy, program and service issues affecting seniors;
- provided policy support and co-ordination with the federal and other provincial/territorial governments with respect to the province's participation in the 1999 United Nations International Year of Older Persons (IYOP 1999).

On September 30, 1999, responsibility for seniors' issues was transferred to the Associate Minister of Health.

Plans for 2000-2001

The Corporate Policy Unit will continue to support the Department's participation in intergovernmental meetings and to manage the Department's cost sharing arrangements with the federal government.

The Unit will also promote the Department's interests through its continued work on:

- the National Child Benefit initiative;
- the development of a National Children's Agenda including an Early Childhood Development initiative;
- the federal provincial territorial *In Unison: A Canadian Approach to Disability Issues* initiative; and
- implementation of the Canada-Saskatchewan Agreement on Employability Assistance for People with Disabilities.

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Technology and Property Management Services

The Division is made up of three major areas — Information and Technology Services, Property Management and Support Services.

Information & Technology Services

This branch includes:

- operation of the Department's computer systems;
- support and training of the Automated Client Index (ACI) system and all desktop computer products including Lotus Notes and Lotus SmartSuite;
- operation of a helpdesk to provide a single point of contact to resolve problems and provide support to Department staff province-wide;
- maintenance of a technical infrastructure that includes the Local and Wide Area Networks (LAN/WAN). These networks connect 55 of the Department's offices and facilities with each other, other government departments via the Government E-Mail System (GEMS), and the World Wide Web via the Internet;
- management and development of new system initiatives;
- consulting services on technology issues with other divisions and regions;
- ongoing enhancements, maintenance and support for six major business applications operating on three computer technologies - mainframe,

midrange (UNIX) computers, and LAN based microcomputers. (There has been significant change since 1995 when there were three major applications, all operating on a mainframe computer.)

- new forms of service delivery including a Call Centre and Interactive Voice Response (IVR) computer system.

Property Management

They are responsible for co-ordinating all capital projects, office space and lease costs, construction, tenant improvements and building-related Occupational Health and Safety issues throughout the regions and for all facilities. These responsibilities extend to 31 offices, 18 facilities and 71 day-offices in 1999-2000.

Support Services

This area is responsible for managing the services necessary to support the daily operations of the Department. These responsibilities include: managing Freedom of Information requests, providing consultation on records storage, mail and stock room management, managing office furniture and equipment, managing the Department's vehicles and co-ordinating printing and reproduction requirements.

Objectives

The Technology and Property Management Division, along with regional support teams, provide and maintain information technology and

physical infrastructures. The Division's initiatives enable Department employees to effectively deliver programs and services to the people of Saskatchewan.

Working in partnership with our stakeholders and vendors, the Division facilitates, trains and delivers support for the daily operational needs of the Department.

In addition, the Division strives to provide planning and development of cost-effective technical and environmental solutions to meet business needs and strategic objectives.

Organization

The Division operates with a permanent staff of 25 people. Its budget is shown below.

Divisional Salaries	\$1,369,426
Information and Technology Services Expenditures	8,189,535
Property Management Annual Accommodation and Lease Costs	11,282,836
Property Management - Young Offender Capital Projects	849,373
Support Services Expenditures	2,256,242
Total	\$23,947,412

Activities

Information Technology

The Division implemented a number of changes to organization and processes. The focus of change was improving management of technology initiatives through new communication processes with program areas. Forums such as Project Management and Delivery Management Team meetings, first

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used for the Saskatchewan Child Benefit and Employment Supplement development project, were extended into other areas.

The Year 2000 rollover went very smoothly for the Department due to considerable work and testing beforehand. All major computer systems were tested and where necessary repaired or replaced. In addition, considerable effort was spent ensuring the safety of clients in the Department's residential facilities. Emergency and contingency plans were developed for all facilities and critical services and will continue to be used in the future.

The Family and Youth Automated Payment system was implemented in regional offices not completed in the previous year. This involved the Northwest, Southwest and Saskatoon regions. In addition, payments to Community Living Division clients and for services of First Nations Child and Family Services agencies were moved to the new system. By the end of the year, all client-related Family Services payments were being issued through the system province-wide.

A needs assessment for managing adoption records was completed. It recommended that a computer imaging solution is now the most viable and affordable alternative. The Department will benefit from taking this approach to records management, as it will provide experience toward future, larger scale projects using this technology.

The Division continued to develop the Department's use of e-mail and office automation products in order

to enable more effective case practice. To this end, a number of forms, database and workflow applications were developed to assist with workload and communications throughout the Department which leads to a more effective and efficient use of staff time.

The stability and security of the information technology infrastructure was improved by installing anti-virus and remote support software on many of the Department's microcomputers.

Property Management

During the year, the Division was responsible for managing some 923,842 square feet of office and residential space across the province.

Occupational health and safety issues continued to be addressed in all offices and residential facilities. Air quality testing and providing a safe environment for our clients, residents and staff is an on going priority for the Department.

Throughout the year any shortfall in office space or residential beds was addressed. In 1999-2000 an additional 12-bed living unit was added to the North Battleford Youth Centre and a 12-bed trailer unit was added to the Prince Albert Youth Residence.

The Department is working on a long term strategic plan for Valley View Centre. This plan will provide direction on the long-term space needs for a more cost effective operation of the centre.

Support Services

Lease renewal for office accommodations is an on-going process. Several new leases were managed throughout the year.

As part of an on-going function in reviewing procedures within the support services area, the stockroom ordering processes have been refined to provide efficient turnaround time and to avoid duplication of services.

Plans for 2000-2001

Provide technical support and leadership to enable the Department's strategic initiatives.

- income security redesign
- child welfare initiatives
- *Youth Criminal Justice Act* implementation
- First Nations Child and Family Services agencies partnerships
- occupational health and safety concerns
- service integration with provincial and federal government departments
- continue to strengthen the Department's information technology function:
 - improve system development and operational policies and procedures
 - develop an information strategic plan in alignment with the strategic direction of the Department and following the government's planning guidelines

- review and revise information technology security policies and procedures
- improve the technology infrastructure
- participate in the definition and implementation of a government-wide shared data network
- implement reliable and efficient microcomputers as necessary to replace older model computers
- explore recent technological innovations to more effectively manage the infrastructure
- implement a computer imaging system for managing post adoption records

In the Property Management and Support Services area:

- address occupational health and safety issues and continue review of other workplace environments;
- continue working with Family and Youth Services to implement solutions for young offender capacity issues;
- work with Saskatchewan Property Management Corporation in the review of the long-term space study of Valley View Centre;
- ensure the effective completion of all 2000-2001 lease renewals;
- review the processes used by support services to ensure their effectiveness and to improve efficiencies.

Financial Management Services

Financial Management Division consists of two main functions — the Strategic resource planning function and expenditure control function.

The Budget Management Branch provides prospective financial planning for Department expenditures through the annual budget development and in-year tracking and forecasting of operational expenditures. In this role, the Division is directly connected to the strategic planning process for all program divisions and for the Department overall.

The Financial Services Branch performs a controlling function by ensuring Department expenditures are made in a fashion that meets all legislative, regulatory, policy and professional accounting standards. In this role, the Branch works with program divisions and the Department of Finance, Comptroller's Division to balance control requirements and program operational needs.

Objectives

The objectives of Budget Management Branch are:

- to co-ordinate annually the development of a Department budget strategy for consideration by government;
- to co-ordinate the preparation of detailed line item budgets to facilitate monthly tracking and management of expenditures;

- to prepare briefing material that will assist in answering questions during Committee of Finance deliberations in the legislature;
- to establish internal program and Departmental financial targets to guide divisions and the Department in meeting financial planning objectives;
- to track Department cashflows and co-ordinate Interim Supply and Special Warrant funding arrangements as needed; and,
- to co-ordinate Departmental accountability and reporting functions that assist in the monitoring and evaluation of program activity.

The objectives of the Financial Services Branch are:

- to ensure that all payments are properly authorized and in accordance with legislation, regulations, Department of Finance policies and Departmental policies;
- to ensure that all payments and revenue are accurately recorded;
- to ensure supplies' payments are made on a timely basis;
- to ensure that all Departmental financial systems have appropriate financial controls to safeguard public funds;
- to manage Department payroll processes;
- to manage the Department's imprest accounts and trust accounts; and,
- to manage community-based organization contracts for the Department including audit policies.

Organization

The Division's total expenditure for 1999-2000 was \$1.4 million with a staff complement of 34. The Budget Management Branch consists of four staff while the Financial Services Branch is organized into four units:

Expenditure Unit — processes supplier, foster family maintenance and employee payroll. This unit must ensure that payments have appropriate supporting documentation, and are properly authorized. Payments must be correctly recorded so that financial reports provide accurate information for management and for the Public Accounts.

Revenue and Program Support Unit — records all revenue received by the Department, provides financial services and support to the Saskatchewan Assistance Plan, the Saskatchewan Employment Supplement, the Saskatchewan Child Benefit and Child Benefit Adjustment programs; monitors all institutional trust accounts; develops and monitors financial controls in Departmental revenue; and expenditure systems and prepares all financial schedules.

Accounts Receivable Unit — responsible for the recovery and collection of all debts owed to the Department.

Community-Based Organization Payment Unit — prepares and monitors financial and administrative policies and procedures required by the Department for community-based organizations that the Department funds as well as processing their payments.

Activities

The development of the annual budget strategy is complicated by changing program demands and shifting government and public expectations for Social Services' programs. Reshaping Departmental financial plans involves understanding and predicting program activities while examining program effectiveness with a view to meeting government-wide planning for social policies.

Recovery of overpayments from Saskatchewan Assistance Plan recipients who are no longer receiving benefits increased for the sixth consecutive year. Recoveries increased by \$97,590 from 1998-1999 to 1999-2000 for a total of \$928,360. Overpayments of assistance from recipients still receiving Saskatchewan Assistance Plan benefits are recovered from their benefits.

The bank reconciliation for benefit payments made under the Saskatchewan Assistance Plan is complex and involves a large volume of transactions. During the 1999-2000 fiscal year, processes were developed and implemented to improve the timeliness and accuracy of this imprest bank account reconciliation.

In 1998-1999 a revised financial reporting guide was prepared and distributed to community-based organizations that detailed the accounting and financial reporting standards that are required by the Department. The guide conformed to standards established by the Canadian Institute of Chartered Accountants' for not-for-profit

organizations. This fiscal year, seminars were held in various communities across the province explaining the features of the guide and answering questions raised by community-based organizations and their auditors, which will enhance the capacity of CBO's in meeting financial reporting requirements.

In the 1998-1999 fiscal year, consultations were held with community-based organizations regarding changes to the standard service agreements. This work was completed in the 1999-2000 fiscal year and the new service agreements were implemented, resulting in some simplification of the standard agreement and enhanced accountability reporting requirements.

Key Trends

During the past two years, the Division participated in the government-wide Performance Management and Accountability Project to review current planning and budgeting systems. The project envisions three primary components:

- the development of a comprehensive planning regime for government and individual departments;
- the development of a performance management system; and
- the development of an enhanced reporting regime for government.

These accountability components form the basis of an integrated accountability system and it will be the Department's challenge and goal to ensure planning, evaluation and

reporting functions meet the standards of a new integrated system. The Financial Management Division will be a key player in reshaping and supporting Department-wide accountability and strategic planning functions.

The major new benefit programs and payment systems implemented by the Department rely extensively on automated systems for the determination of client benefits and calculation of payments. The previous programs and payments were generally subject to traditional clerical pre-audit processes. The newer programs and systems do not use the traditional pre-audit processes and require extensive internal system controls and enhanced internal post-audit processes of the system and resulting payments.

There is an increased emphasis on accountability and implementation of accounting and reporting standards recommended by the accounting profession. The Government of Saskatchewan has moved away from the modified cash basis of accounting to an accrual accounting basis. The change affects the amounts reported for expenditures in the Department's income security programs. The Department is also applying the Canadian Institute of Chartered Accountants standards for not-for-profit organizations in its financial reporting requirements for community-based organizations that it funds.

Taken together, these trends will require an examination of the Division core role in strategic planning and expenditure control functions.

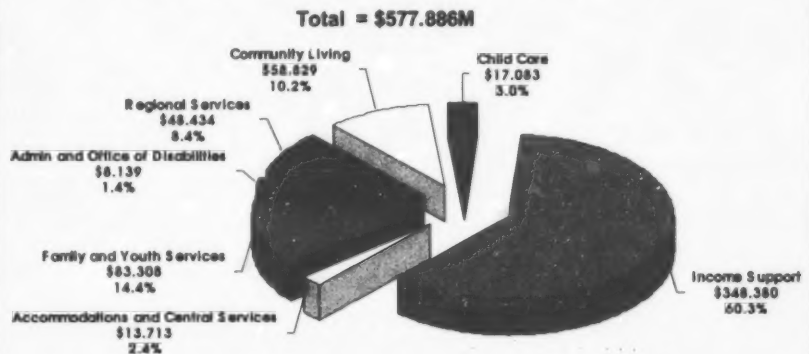
Plans for 2000-2001

An Internal Audit Committee will be established and charged with the responsibility of reviewing and approving all internal audit plans, procedures and reports. Initially, the committee will oversee the audits of the Saskatchewan Assistance Plan and the Saskatchewan Employment Supplement programs. The Family and Youth Automated Payment system audit will follow later in the fiscal year. Plans for that audit are close to completion.

In 1999-2000, a project was initiated to ensure that the Department was collecting all the revenue it was eligible to receive from the Government of Canada for the Children's Special Allowance. Plans are to automate the provincial application process to ensure the province receives federal Children's Special Allowance for children who are in the care of Social Services.

Plans are underway to conduct a review of all the financial controls and their operation for the Department's major benefit programs to ensure that they are functioning as planned.

Expenditures by Program 1999-2000



Revenue by Source 1999-2000





Expenditure Statement 1999-2000

	1998-1999	1999-2000		Variance Actual to Actual (\$000's)	Notes
	Actual (\$000's)	Approved Budget (\$000's)	Actual (\$000's)		
SS01 Administration	10,379	6,566	7,938	(2,441)	1.
SS02 Accommodation and Central Services					
0017 Capital Operating	3,631	900	849	(2,782)	
0057 Payments to SPMC	12,867	13,412	12,864	(3)	
Total Accommodation and Central Services	16,498	14,312	13,713	(2,785)	2.
SS03 Income Support					
0004 Saskatchewan Assistance Plan	263,024	248,754	254,204	(8,820)	
0008 Saskatchewan Income Plan	12,037	11,200	11,674	(363)	
0012 Saskatchewan Child Benefit	56,526	66,200	63,671	7,145	
0013 Saskatchewan Employment Supplement	7,427	15,200	10,307	2,880	
0028 Family Income Plan	2,031	0	0	(2,031)	
0029 Income Security Administration	6,401	6,693	6,610	209	
0033 Community-Based Income Security Programs	1,915	2,162	1,914	(1)	
Total Income Support	349,361	350,209	348,380	(981)	3.
SS04 Family & Youth Services					
0005 Family and Youth Community Services	33,649	35,126	36,455	2,806	
0010 Family and Youth CBO Services	16,415	18,793	17,707	1,292	
0011 Family and Youth Administration	2,731	2,263	2,898	167	
0056 Facilities for Children and Youth	23,121	27,965	26,248	3,127	
Total Family & Youth Services	75,916	84,147	83,308	7,392	4.
SS05 Regional Service Centres	44,432	45,291	48,434	4,002	5.
SS06 Community Living					
0024 Program Delivery	20,453	20,459	20,346	(107)	
0027 Payments and Grants	35,328	39,011	38,483	3,155	
Total Community Living	55,781	59,470	58,829	3,048	6.
SS07 Child Care					
0018 Child Care Facilities	5,218	6,155	5,463	245	
0019 Child Care Facility Capital	1	0	0	(1)	
0041 Child Care Parent Subsidies	9,978	10,269	9,863	(115)	
0051 Child Care Administration	1,567	1,480	1,757	190	
Total Child Care	16,764	17,904	17,083	320	7.
SS09 Office of Disability Issues	107	203	201	94	8.
Total Social Services Expenditure	569,238	578,102	577,886	8,649	

(See following page for notes.)

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(See following page for notes.)

Notes

1. *Reallocation of systems delivery expenditures to appropriate program delivery areas.*
2. *Completion of Young Offender unit at Paul Dojack Youth Centre and Saskatoon Children's Shelter in 1998-1999.*
3. *SAP reduction due to caseload reduction and annualization of funds transferred to SCB/SES.* \$8,820

<i>SIP caseload reduction</i>	363
<i>SCB annualization</i>	7,145
<i>SES annualization</i>	2,880
<i>Administrative increase to support new programs</i>	209
4. *Increased program activity in foster care, family support and private treatment.* \$2,806

<i>Increased costs to develop services for youth within the community to reduce expenditures in custody facilities.</i>	1,292
<i>Increased expenditures mainly related to costs for seconded staff.</i>	167
<i>Increased costs for additional youth custody spaces.</i>	3,127
5. *Reallocation of systems delivery expenditures to appropriate program delivery areas and in-scope salary adjustments.*
6. *CBO third year of increased funding for pension and operating. Group home and program costs from SAP. Caseload volume/ demands for residential and vocational services.*
7. *Final year of increase to Child Care Wage Enhancement Grant funding.*
8. *First complete year of operation for Office of Disability Issues.*

Revenue Statement 1999-2000

	1998-1999	1999-2000
	Actual (\$000's)	Actual (\$000's)
Sales, Services and Service Fees		
- Miscellaneous Medical and Institutional Services	740	950
- Other Miscellaneous Services	73	54
- Miscellaneous Deductions from Staff Salaries	60	58
Total Sales, Services and Service Fees	873	1,062
Receipts from Government of Canada		
- Vocational Rehabilitation for Disabled Persons Agreement	170	3
- Employability Assistance	1,326	1,282
- Young Offenders' Agreement	5,808	7,282
- Special Allowance for Children in Care	2,876	3,791
- Department of Indian and Northern Affairs Canada	1,835	1,544
- Other Federal Contributions	367	38
Total Receipts from Government of Canada	12,382	13,940
Other Revenue		
- Maintenance Order Revenues	1,586	1,295
- Casual Revenue	567	113
- Unemployment Insurance Assignment Revenue	110	107
- Repayment — Public Assistance	802	969
- Refunds of Previous year's Expenditures	900	192
- Collection Agency Fees withheld	(144)	(146)
Total Other Revenue	3,821	2,530
Total Social Services' Expenditure	17,076	17,532

Capital Assets

	March 31, 2000			March 31, 1999		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Property and Equipment						
Vehicles	\$ 0	\$ 0	\$ 0	\$ 14,000	\$ 11,200	\$ 2,800
Machinery and equipment	1,267,058	522,495	744,563	1,083,698	404,531	679,167
Computer hardware	865,769	360,099	505,670	1,244,467	730,789	513,678
Computer software	605,616	289,926	315,690	783,518	434,291	349,227
Office equipment	144,631	56,415	88,216	254,794	167,288	87,506
Office furniture	947,299	234,240	713,059	745,575	149,003	596,572
Totals	\$3,830,373	\$1,463,175	\$2,367,198	\$4,126,052	\$1,897,102	\$2,228,950

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Office of Disability Issues

The Office of Disability Issues (ODI) was established in September 1998. It is hosted by the Department of Social Services and reports to the Minister of Social Services who is also the Minister Responsible for Disability Issues. It serves as a focal point for provincial government initiatives on disability issues and performs a co-ordinating role throughout government in addressing disability issues.

Functions

The functions of the Office of Disability Issues include leadership, co-ordination, research, policy development, education, communication, consultation, collaboration and negotiation of disability issues.

A key function is to ensure a co-ordinated and collaborative approach to disability issues. This approach is supported by a number of activities including:

- chairing the Interdepartmental Officials' Steering Committee on Disability Issues,
- participating in senior level interdepartmental committees,
- developing joint task teams with the disability community and government,
- representing Saskatchewan at national and interprovincial meetings, and
- participating in government reviews and policy/program development initiatives.

While the Office of Disability Issues (ODI) influences the development and co-ordination of policies, programs and services across government, it remains the responsibility of government departments and agencies to develop and deliver the services and programs required to meet the needs of persons with disabilities.

Objectives

Objectives of ODI are to:

- guide and facilitate the development of a disability action plan process;
- develop and ensure the use of a disability inclusion lens to assess the impact on and improve the outcomes of policies, programs and legislation for persons with disabilities;
- partner with government departments and the community to direct the development of an integrated, co-ordinated array of public policies, programs and services for persons with disabilities;
- work with government departments and the disability community to identify and resolve issues of concern to the disability community; and
- collaborate with all levels of government and the community to implement the national vision for persons with disabilities.

Organization

ODI has a staff of four — an Executive Co-ordinator, a Senior Policy Advisor, a Research Officer and an Administrative Assistant. The budget allocation was \$203,000. Actual expenditures were \$201,020.

Report on 1999-2000 Activities

1999-2000 was the first full year of operation for the Office of Disability Issues. The following describes some of the results for 1999-2000:

Disability Action Plan

ODI has worked closely with the Saskatchewan Council on Disability Issues to develop a proposed direction for Saskatchewan's Disability Action Plan process. This proposed direction identifies a vision statement and values, goals, priorities, outcomes and possible future actions.

A joint community and government working group with representatives from ODI, the council and the Provincial Interagency Network on Disabilities (PIND) began planning province-wide community forums on the Disability Action Plan process, held in May and June 2000. The purpose of the forums will be to ensure that the proposed direction for the Disability Action Plan process developed by the Council reflects the needs and desires of the disability community.

Two subcommittees have been established to develop the community forums. One subcommittee is responsible for the design and implementation of the

province-wide community forums. The other subcommittee is responsible for preparing a workbook that will be sent in April to over 1,200 organizations and individuals and will be used as a basis for discussion at the community forums. The Office has had lead roles in both the design and writing committees.

Disability Inclusion Lens

The Disability Inclusion Lens (DIL) is a tool to assist government to assess the impact of policies, programs and legislation on persons with disabilities. The lens will help to ensure that the needs of persons with disabilities will be considered and incorporated into the initial planning and ongoing development of government initiatives.

A joint community and government working group was established in April 1999 to develop the DIL. The DIL working group includes representatives from the Office of Disability Issues, the Officials Steering Committee on Disability Issues, the PIND and the Saskatchewan Council on Disability Issues.

Task Teams

An interdepartmental Employability Assistance for Persons with Disabilities (EAPD) Task Team, with representatives from Social Services, Post-Secondary Education and Skills Training, Health, Municipal Affairs, Culture and Housing, and the Office of Disability Issues developed an internal strategy under the new EAPD Agreement. This strategy resulted in an additional \$1.3 million dollars being allocated in 2000-2001

to support employment for persons with disabilities.

The interdepartmental Abuse of Adults in Vulnerable Circumstances Task Team, co-chaired by ODI and Saskatchewan Justice, did an initial review of the recommendations of a government/community report on the abuse of vulnerable adults in vulnerable circumstances. Further follow-up and review of the recommendations is planned for 2000-2001.

ODI with the assistance of Saskatchewan Justice, developed a draft brochure for government departments regarding the duty to accommodate persons with disabilities. The development of a government-wide educational strategy will be an activity under the Disability Action Plan process.

Other Activities

ODI participated in reviews and program development initiatives including the Saskatchewan Aids to Independent Living (SAIL) review, the Saskatchewan Social Services Income Security Redesign Working Group, Self-Managed Care, and the Legislative Working Committee regarding amendments to *The Dependent Adults Act* and *The Public Trustee Act*.

Plans for 2000 - 2001

Disability Action Plan Process

- Conduct province-wide community forums on the Disability Action Plan process in May and June 2000. ODI and the council will incorporate the results of the forums in the Disability Action Plan process.

- Prepare a Disability Action Plan for presentation to the government in late fall 2000.
- Complete a draft Disability Inclusion Lens by fall 2000 and an implementation plan by January 2001.

Task Teams

Autism Task Team — prepare an initial report for government on program and policy relating to early intervention and respite for fall 2000.

Abuse of Adults in Vulnerable Circumstances Task Team — follow up on the recommendations of a government/community report on the abuse of vulnerable adults in vulnerable circumstances.

Other Activities

The Office of Disability Issues and Saskatchewan Social Services will establish a community and government reference group to provide input and advice for further research, analysis and options for disability supports for persons with disabilities.

The Office of Disability Issues and Saskatchewan Social Services will undertake research to determine options for separating disability supports from social assistance.

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